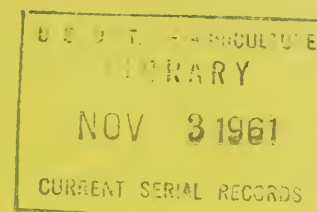


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1959



First

Midwest Cooperative

Membership Relations Workshop

[Papers]

SPONSORED BY:

AMERICAN INSTITUTE OF COOPERATION

FARMER COOPERATIVE SERVICE, USDA

APRIL 30 - MAY 1, 1959

KANSAS CITY, MISSOURI

PROGRAM

MEMBERSHIP RELATIONS CONFERENCE
MID WEST AND SOUTHERN STATES
(Farm Credit Districts 4, 5, 6, 8, 9, 10, less South Dakota)

Subject: MOTIVATION FOR MEMBER PARTICIPATION

Date: April 29, 30 - May 1, 1959
Place: Consumers Cooperative Association
Kansas City, Missouri
Host: Consumers Cooperative Association

Sponsored by:
Farmer Cooperative Service, USDA
American Institute of Cooperation

Evening - April 29

8:30 Registration and Get Acquainted Mixer

Morning - April 30

WHY ARE WE HERE?

Orval Lindell, Chairman

9:00 Call to Order

9:00 Introductions - Who We Are

9:10 "The Increasing Importance of Building Good Member Relations"

9:20 "Basic Elements of a Good Member Relations Program"
Earl King

9:40 "How People Are Motivated"
Dr. Robert McNamara

10:30 Break

10:40 Question and Answer Period

11:30 Lunch

Afternoon - April 30

A MEMBERSHIP RELATIONS PROGRAM IS GOOD BUSINESS

Gale Anderson, Chairman

1:00 Resource speaker, discusses the above topic
Gale Anderson

1:30 Panel Discussion - How to Key a Member Relations Program
Into the Cooperative Operations Program

Five ten minute talks: "How We Do It"
Rowe Meats Cliff Gregory
Carl Witham Al Gamble
J. K. Stern

2:20 Question and Answer Period

2:50 Break

- 3:00 HOW CAN WE MOTIVATE MEMBERS ?
Adlowe Larson, Chairman
- 3:15 "How We Get Them to Meetings"
Warner Russell
- 3:25 "How We Get Them to Take Part in Meetings"
Alton Scofield
- 3:35 "How We Motivate Our Member Associations"
Leslie Roenigk
- 3:45 "How We Train Our Employees to Promote Good Member Relations"
Gene Becker
- 3:55 "How We Reach Our Key Growers"
F. B. Browning
- 4:15 Discussion Period - Panel and Audience - "How We Might Do
It Better"

Evening - April 30

- 7:00 Dinner
Ken Lowery, Toastmaster
- "The Membership Job For Tomorrow"
J. K. Stern
- "New Horizons in Membership Relations"
Howard Cowden

Morning - May 1

MOTIVATING YOUTH - PANEL

- Clarence Gehrig, Chairman
- 9:00 "Motivating Youth Through Contests"
James McGuire
- 9:10 "Motivating Youth Through Local Associations Programs"
Ed Dalhaus
- 9:20 "Motivating Youth By Helping Public Agencies Help Us"
Howard McClarran

- 9:30 "Motivating Youth By Putting Them to Work With or For
Cooperatives"
Durward Dewitt
- 9:40 Break
- 10:00 Discussion Period - Panel and Audience - "How We Might Do
It Better"
- MOTIVATING FARM WOMEN
- Irwin W. Rust, Chairman
- 11:15 "How We Use Women in Cooperative Member Relations Programs"
Viola Armstrong
- 11:25 "Women's Programs Elsewhere"
Oscar R. LeBeau
- 11:45 Discussion Period - Panel and Audience - "How We Might Do
It Better"
- 12:15 Wind-up - Summary - "Where Do We Go From Here?"
- 12:30 Adjourn - Tour of CCA Facilities

LIST OF THOSE INVITED TO PARTICIPATE

Gale Anderson
Secretary
Nebraska Cooperative Council

Viola Armstrong
Coordinator of Org. Relations
Indiana Farm Bureau Coop Assn, Inc.

Eugene Becker
Field Representative
Gold Spot Dairies

Felton B. Browning
Supervisor, Growers Svs. Div.
Sunkist Growers, Inc.

Howard Cowden
General Manager
Consumers Cooperative Assn.

Ed Dalhaus
Director Young Peoples Activities
Illinois Agricultural Assn.

Durward Dewitt
Youth Department
Consumers Cooperative Assn.

Al Gamble
Manager
Farmers Union Marketing Assn.

Clarence Gehrig
Executive Secretary
Ohio Council of Farmer Coops, Inc.

Cliff Gregory
Manager
Farmers Cooperative Elevator

Earl King, Manager
Iowa Rural Electric Cooperative

Adlowe Larson
Secretary
Oklahoma Agricultural Coop Council

Oscar R. LeBeau
Member Relations Branch
Farmer Cooperative Service, USDA

Harry Oswald, Executive Secretary
Arkansas State Electric Coop.

Orval Lindell
Executive Secretary
Iowa Institute of Cooperation

Ken Lowery
Director, Information and Education
Farmers Grain Dealers Assn. of Iowa

Howard McClarran
Director of Youth Education
American Institute of Cooperation

James McGuire
Executive Secretary
Kansas Cooperative Council

Rowe Meats
Director Public Relations
Mitchel County Farmers Union Coop.

Carl Witham
Director of Field Services
Farmers Coop. Commission Co.

Leslie Roenigk
Director, Member Relations Div.
Consumers Cooperative Assn.

Warner Russell
Manager
Southeast Iowa Cooperative Electric

Irwin W. Rust
Chief, Membership Relations Branch
Farmer Cooperative Service

Alton Scofield
Executive Secretary
Colorado Cooperative Council, Inc.

J. K. Stern, President
American Institute of Cooperation

Gilbert Terpening
Secretary
Wichita Bank for Cooperatives

C. Maurice Wieting
Director, Information and Education
Ohio Farm Bureau Federation

WHY ARE WE HERE?

by

Orval L. Lindell, Executive Secretary
Iowa Institute of Cooperation
Ames, Iowa

At Membership Relations Conference Mid-West and Southern States
Kansas City, Missouri, April 29, 30 - May 1, 1959

Why are we here?

Whether you are satisfied with your cooperative and whether your cooperative is satisfied with you depends upon everyone - members, personnel, and directors - who understand their privileges and responsibilities. The cooperatives of the United States are built on the foundation of needs of the people and I am sure that, without exception, leaders of all cooperatives realize the definite need of educational work with the membership of these organizations.

As we look back over the years, the role of cooperatives has been most important in the development of the agricultural industry of our country. The role of the cooperatives will become more important as our population increases and the percentage of farm population decreases. In other words, the scope of the operations of a cooperative is changing as agriculture changes; and in addition we have the cooperative type of business becoming more important to another segment of our economy, the consumers, they are moving forward with great strides in the development of cooperatives to serve themselves.

Our program for today is geared to discussing several aspects of member-relations, and we as professional people in this field are most interested in the tools to be used, and the procedures of implementing a most worthwhile program. The problems of member-relations are before us. Certainly, not all members of cooperatives are enthusiastic supporters of their institutions - many, in fact, are indifferent, opportunistic, and highly critical.

In any democratic organization of considerable size, many people lose interest and do not participate, or they become merely passive participants. Unfortunately, everybody's business too frequently becomes nobody's business. Users of cooperatives are not necessarily advocates of cooperation. Many persons help form organizations and for one reason or another, give them little support in the way of business or active participation in their affairs.

The biggest factor in the relationship between a cooperative and the member is the "human equation," even more so than in ordinary business. Membership relations is a three phase proposition, which has many ramifications, depending upon the scope, size, type and goals of the cooperative organization. The three phases (that are also related to today's discussion) are (1) information needs, (2) motivation and (3) participation, and we are here to re-evaluate our tools we use and the methods of properly initiating a member relations program.

- with this in mind, I would like to introduce our first speaker who will present the topic, "The Increasing Importance of Building Good Member Relations."

THE INCREASING IMPORTANCE OF BUILDING GOOD MEMBER RELATIONS

by

C. Maurice Wieting, Vice President
Information and Education
Ohio Farm Bureau Federation

The very fact that this Membership Relations Directors' Conference is being held here today is proof that more of our cooperatives are becoming aware of the importance of building good member relations.

As employees of farmer cooperatives and other farm organizations, we commend the American Institute of Cooperation and the Membership Relations Branch of the Farmer Cooperative Service of USDA for their leadership in this and other such conferences.

Because I am the first speaker on this program, I want to give you my concept of good membership relations. When members and management work together in harmony for the best interests of the cooperative association, we can say good membership relations have been achieved.

I would say that a cooperative association has good membership relations when the members understand and practice the cooperative principles upon which their association is organized. Members must know the democratic basis of "one person, one vote" and act upon it. They must know how money is returned to members in proportion to the amount of business they do with the association. Members must know that their returns on investment are limited - that they must judge the value of their co-op on the basis of its services to them.

It is equally important that cooperative members be willing to maintain neutrality on political and religious issues; that they carry on a continuous program of education; and that they operate as efficiently as possible.

All of us know that conditions have changed since the days of the Rochdale pioneers in 1944, but I want to remind you that for the most part we still follow those principles.

Our farmer cooperatives operate under our democratic free enterprise system. So do individual businesses, partnerships, and private profit corporations. Yet our members must understand that cooperatives are DIFFERENT - they are essentially non-profit corporations that return their savings to their patrons.

When our members understand the true nature of cooperatives they will be loyal to them and defend them against the attacks made by those who say co-ops do not pay their fair share of taxes or that they are an alien way of doing business.

Unless members know the principles under which their businesses operate they will be unwilling and unable to support them.

So much for my discussion of membership relations. Others will develop this theme in far greater detail. Let's turn now to consider some of the reasons why building good member relations is so important to our modern cooperative associations.

The volume of business done by cooperatives is increasing. As we grow larger it becomes harder for us to keep in close relationship with our members. They start to think of the "co-op" as a business run by someone else. We, in turn, think our operation problems are so difficult that they can be solved only by experts.

Some cooperatives are merging with others. This increases the size of the remaining association, but it raises immediate problems of loyalty on the part of those members who have been adopted into a new family.

Every year there are fewer farmers in the United States. The size of farms is increasing. There has been a growth of corporation farms. Many farms are under the operation of professional management firms. Fewer farmers will mean fewer cooperative members. Those remaining on farms will sell and buy more but they will be harder to convince that they need a cooperative to help them. Many of them can already buy wholesale and sell on a select market.

Vertical integration in agriculture is here for many commodities. If you raise broilers today you probably buy your feed under contract and sell your birds to the same organization. There are experiments in swine and cattle that have made considerable progress. Cooperatives have lagged behind in facing up to integration and, in so doing, have lost some of their best members and patrons.

Farmers need to understand that their cooperatives can work for them both on and off the farm. Vertical integration can increase farm income if it is carried out through the farmers own cooperatives. Yet many farmers resist change and fight the trend toward integration because they do not understand the forces which are in operation.

A month ago we held our third Farm Bureau Commodity Conference in Columbus in which committees for field crops, fruits and vegetables, dairy, livestock, and poultry participated. About a hundred selected farmers took part in these sessions. Among the resource people present were cooperative employees competent to offer advice on what co-ops could do to help farmers.

Today a larger number of farmers are asking that their farmer cooperatives do more to help their members secure better prices for what they have to sell. Farmers are willing to sign binding contracts, in many instances covering long periods of time, when they understand the need for greater farmer bargaining power.

There is less faith in government programs and price supports now than has been the case for many years. Both farmers and consumers are disillusioned. If cooperatives can step into the gap and help their members achieve a fair income, their prestige will grow rapidly.

Farmers are now only 12 percent of the population and in Ohio we are less than 10 percent. I have seen estimates that the number of farmers may soon be only five or six percent of the population. Director of Extension C. M. Ferguson told a group of Ohio farmers this March that one farmer

now feeds and clothes 24 others and that the time was not far distant when one farmer would take care of 44 others, and that many of our better farmers are now this productive.

The other 90 percent of the people off the farm are poorly informed about the needs of agriculture, and I often think we do what we can to confuse them still further. Stories in mass communication magazines, such as LIFE, make it seem that farming is now a push-button operation shored up by huge subsidies.

Many cooperatives fail to spend enough money on their membership relations programs. They put out an indifferent publication and may even go so far as to set up an under-staffed membership relations department manned by two or three people. Then they wonder why business volume is so low. Good membership relations are costly and we must be willing to pay the price for them.

Certainly a good publication is necessary and, coming out as it does each month or oftener, it is the best single method of reaching the membership. As the editor of the Ohio Farm Bureau News, I am sure you would expect me to say this. This year we printed the annual report of the Farm Bureau Cooperative Association in the March issue of the Farm Bureau News. This means that it reached everyone of our Farm Bureau members.

It is not enough just to send printed material to our members. We must provide opportunities for them to meet together. I know that most of you have local annual meetings and meetings of your regional associations but, on the other hand, we reach very few of our members.

In Ohio for 23 years we have been organizing Farm Bureau Advisory Council discussion groups. We now have 1,580 groups, meeting once a month in farm homes. Each year a number of our discussions are on farmer cooperatives, vertical integration, foreign trade, and other topics. We find that in these face-to-face discussions among friends it

is possible to build good member relations more effectively than through any other method we have tried.

Today the competition of television and radio for farmers' free time is so great that I suspect that some neither read our publications nor attend our meetings. Expensive as is television, and that is probably more true out here in the Middle West than it is in Ohio because of your sparse population, it probably is a method of communication which we are going to have to use more in the future.

Earlier this month we had Cooperative Open House in the Farm Bureau Cooperative Association from April 2-4. This event was widely advertised. Some merchandise was offered at special prices. Coffee and doughnuts were served. Everyone was welcome. Our stores were cleaned up because of this special event. We have just adopted a new brand name, "Landmark," and this was the first time that many patrons had an opportunity to visit our outlets where the new emblem was displayed.

It is important in our cooperative associations that we maintain good relationships with other cooperatives and with general farm organizations. Sometimes this is difficult for us to do because the competition is so keen, but nothing is to be gained by feuding and fighting with our neighbors. In fact, general farm organizations do support cooperatives and they have means of working with their members and can assist us in our membership relations programs.

We can build better membership relations by working with other groups in our communities and in our states. Farm-City Week offers an opportunity for us to tell our story both to farmers and to city people.

We need to be thinking how, as farmers, we can work with organized groups off the farm. If there are consumer cooperative stores, such as have now been developed in the Washington, D.C. area, we need to consider how we can work with them. If there are labor organizations that are developing cooperatives, we need to find out how we can be of assistance to them.

There may be mutual or cooperative insurance companies in our areas that are sources of capital for our developments. We need to work with them.

As cooperative associations, we may want to work more closely with them because future developments of cooperatives are going to demand greater amounts of capital. It has been our experience that having Nationwide Insurance companies closely related to us has been very helpful. Frequently we have been able to borrow money from them and because this source of capital was available to us, banks were more willing to do business with us.

Because most of the policyholders of insurance companies are city people, it is desirable that we interpret the cooperative principles to them. We feel that Nationwide Insurance companies have done an unusually good job of educating their members about cooperative principles. Many of you probably heard the Ed Murrow radio series on CBS, "The Hidden Revolution," which recently won the Peabody Award. Many of the commercials carried on this program emphasized cooperative principles.

Recently I attended the 50th annual meeting of the Cooperative Union of Canada in Hamilton, Ontario. During their sessions I was impressed by the loyalty and enthusiasm of their members. While their cooperatives have not achieved the size of ours in the United States, they excel us in many instances in their membership relations programs.

I particularly enjoyed visiting with the Right Reverend M. J. MacKinnon, executive vice president of St. Francis Xavier, Antigonish, Nova Scotia. Through their Extension Department they have trained a whole generation of cooperative leaders who, in a period of 25 years, have greatly changed the economic outlook of the Maritime Provinces. Through their system of study circles, mass meetings, publications and the use of radio and television, they have educated their people to cooperative principles. With this basis they

have established successful credit unions, fishery cooperatives, consumer stores, housing developments, and farmer cooperatives.

We, in the United States, need more leaders like Father Coady, Harvey Hull, Ed Babcock, Murray Lincoln, Howard Cowden, Earl Smith, W. G. Wysor, E. G. Cort, and M. G. Mann who would have the ability to rekindle the faith of our members.

Along with this dynamic leadership we need well-informed, loyal members who will participate in the formation of cooperative policy and who will demonstrate their loyalty by patronizing their cooperative association.

BASIC ELEMENTS OF A GOOD MEMBER RELATIONS PROGRAM

by

Earl L. King, General Manager
Iowa Rural Electric Cooperative Association

I am not at all sure why I accepted this assignment. I am certainly not qualified to give you any expert advice. I am inclined to think I accepted in order to attend this worthwhile conference and meet a lot of very good friends.

I have had no specialized training in the fields of human psychology, sociology or public relations. All I have to draw on is 22 years of experience with farmer cooperatives. Perhaps this is somewhat of a handicap, in that I have never even had a chance to observe cooperatives from the outside. During almost all of my working lifetime I have been on the inside looking out at members and the general public.

If we are going to deal with "Basic Elements of a Good Member Relations Program," I believe we should get really basic and examine the meaning of the word "member."

To become a "member" implies that we become closely associated with some group or activity, that we actually become an active part of something. Certainly if membership implies this close association, we should be very much aware of our status as members. We should thoroughly understand what responsibilities we were accepting when we became a member of this group or association. We should be equally aware of our rights and privileges as a member of this group or association. In other words, we should know beyond question, what we must do for the group and what the group will do for us.

We meet these requirements in connection with our membership in most groups. Obviously, we are all very much aware of being a member of our immediate family. We are likewise aware of our membership in the church, the lodge, the veterans' organization, the community and of the

whole of society. What is it then that makes members of cooperatives much less aware of their membership; and I am sure most of them are in that category.

You may say it is lack of contact, reasoning that we normally attend church every Sunday and the lodge or veterans' organization at least monthly, while the cooperative on the other hand only holds one membership meeting annually.

However, I would argue that it is not lack of contact because the member of the cooperative does have frequent contact with someone in the organization if he is doing any amount of business at all.

The fault lies in the nature of his contact with the cooperative. We don't treat him like a member; we treat him like a customer. He is not just a customer and should never be left with that impression in any contact with an association which he truly owns and controls together with his neighbors.

You may say that you can't stop and give him a lecture on the basic principles of a cooperative every time he comes in for a sack of feed, or you deliver him a tank of fuel oil. I am not advocating a lecture, but would insist that a sentence or two that clearly distinguishes him from just a customer and further implants the idea of ownership and control would bear fruit. Maybe you merely ask him if he attended the last annual meeting, or if he is acquainted with the director in his district, or if he is in favor of some expansion program currently under consideration. The odds are that he will tell you he didn't attend the last annual meeting, that he doesn't know the director in his area, or any of them for that matter and that he didn't know the organization was considering any expansion program. If he doesn't answer in that way he is different than a majority of the members that were interviewed a few years ago in an Iowa State College survey of cooperative member's knowledge of their cooperative. So the door is wide open for you

to change this man's attitude by increasing his knowledge of his cooperative.

Of course this is not the whole story or even the beginning of the story. In my opinion the first step is to lay the foundation for a good membership relations program with at least the following basic elements: (1) Director training; (2) Manager training; (3) Employee training; (4) Communications.

Why director training? To this group, I am sure the answer is obvious. A cooperative is a unique type of business. If it is operated like any other type of business, it will be a failure as a cooperative. You just don't pick up the necessary background information on cooperative principles and practices overnight. It either requires training or years of experience. When you are operating a multi-million dollar business, you just don't have years to wait for directors to really understand their duties and responsibilities, if you are to reach your full potential.

Being well grounded and having firm convictions with respect to cooperatives is doubly important for cooperative directors. They are charged with the same type of management decisions as other businessmen but are left without the usual profit motive to do a good job, in the sense that they share earnings on the same basis as all other members. Firm dedication, convictions, loyalty and understanding must compensate for their difference.

Why management training? All of you know that poor management is a short-cut to disaster in any business. Again, in cooperatives, management training is doubly important. The manager of a cooperative must understand, not only sound business principles and practices, but cooperative principles as well. If his members really understand their rights and privileges as members, he is subject to the free and open expression of their views concerning the operation of the cooperative. If he is doing a good job, this should be no problem, at least not a serious problem.

On the other hand, if the place is dirty, the service poor, or similar circumstances exist, it can, and no doubt should, cause trouble for the manager. I would hate to think this might be the reason some managers do

not want the members to know too much about their rights and privileges. At any rate, I am sure you agree that cooperatives must provide adequate training for management to insure their continued growth and success.

Why employee training? Again the answer should be obvious. We have literally thousands of people whose livelihood depends on their paycheck from a cooperative. Yet, how much do they really know about the basic principles, the policies and internal workings of the cooperative that employs them. I have long felt that we have been overlooking this key group. We worry and fret about how little the members know, when right in front of our noses is this large group of employees, who should be eager to learn more and do more.

The average employee is hungry for information. It makes him feel important to the success of the cooperative; and he is. It gives him status, prestige and is good for his morale. It contributes to his job satisfaction and increases his productivity and to be real frank, he has a vested interest in the welfare of the cooperative. This is where he gets the paycheck that feeds, clothes and shelters his family. It gives him the security that all of us human creatures crave. The more successful he can make the cooperative, the better chance he has for a promotion, either within or outside the association. It's a natural, and yet, I sincerely believe this area is being grossly neglected. How are you ever going to raise the level of a member's understanding when that member's most frequent contact with the cooperative is through a pitifully uninformed employee? I feel we certainly need a stepped-up program of employee training and that it is indeed a basic element in member relations.

I don't mean to suggest that the member relation's program be confined entirely to personal contact through well trained directors, managers and employees. I say that is the foundation. The job must be carried out through communication.

What kind of communication is needed? First, I can think of very few cooperatives that could not make very good use of a local newsletter. It should have a constant format so that it becomes readily identifiable. It should be somewhat regular, not spasmodic. It should be definitely slanted to the reader as a member not as a customer. It should constantly strive, through content, to implant ideas of ownership and control, and get the member to identify himself with the association.

The local cooperative's newsletter should keep the member fully informed as to the services and policies of the association. If it is a board policy, he should have complete information on how and why the policy was adopted. If it is a policy adopted at a membership meeting, he may have been absent or reluctant to ask questions and again should have the whole story spelled out in the newsletter.

It will take work. It may not always seem important to put out a good newsletter with all of the necessary detail and yet short enough to be read. Speaking as one who has been regularly writing three different membership newsletters over the past ten years, I can truthfully say it can be a real chore and one which you would often prefer to put aside.

We must constantly keep reminding ourselves that the member is not nearly as closely associated with your cooperative as we are. He has many other things on his mind and lots of other groups and individuals are competing for his attention. What sounds like old stuff to you, may be brand-new to the member.

It seems to me that there is a place for a lot more opinion surveys in cooperatives. I know of very few who use this technique of involving the membership in the operations other than at the annual meeting. You may say that they won't respond. I would content that even the member who fails to return your questionnaire will be more keenly aware of his status as a member simply because he has been consulted. Remember, the member who does not attend the annual meeting may not otherwise have a chance to

voice his opinion. Giving him that opportunity occasionally through a mailed questionnaire, even though he fails to respond, will arouse his curiosity, invite his interest, and may ultimately bring him to the annual meeting.

To me, it would seem that good member relations stem from a good membership education program. The process of education certainly implies that you must change a person's thinking. Now, I ask you, how are we going to change anyone's thinking unless we communicate frequently and effectively with him? We were told long, long ago by the most reliable Author known to man not to hide our light under a bushel. That's as basic as I can get.

I THANK YOU.

HOW PEOPLE ARE MOTIVATED

by

Robert L. McNamara, Professor of Rural Sociology
University of Missouri

This is a very broad and difficult assignment I have been given and I should tell you at the outset that I cannot begin to exhaust the information on how people are motivated. I can, I think, by leaning heavily on the literature, give you some systematic material on why people behave as they do in the hope that your specialists in writing and in the preparation of sales materials will have some rather basic ideas to keep in mind. Much of what I will say may be already known or be just "common sense" but by that very token it is often overlooked.

I think we ought to start with the infant as he enters the scene. Every infant enters a society which is already a going concern. In our language, this "going concern" is what we call our culture and it does not have the popular meaning of high culture or low culture or that some people are refined and others are uncultured. Rather, it has the meaning that all of us are exposed to a customary way of doing things, of looking at things, of feeling about things. It is a storehouse of habits, attitudes, and values which become a part of us and help us take some sort of place in society. By a give-and-take with others who share the same culture, the child is in the process of building his personality. As the person grows and takes on for himself the society's ways of doing things, he in turn transmits the cultural heritage along with unique variations to those about him. This is a most important process, we call it interaction. Without it, culture would not be passed along and civilization would cease. We are constantly influencing persons and they in turn are influencing us. It's a way of saying that we become socialized and in turn affect importantly the socialization of others.

At this point, I should like to assert that I disagree emphatically with the popular saying that "human nature" cannot be changed. It is in a constant

ARTICLE ON THE THERAPEUTIC VALUE OF SODIUM BICARBONATE

THE THERAPEUTIC VALUE OF SODIUM BICARBONATE IN THE TREATMENT OF ACIDOTIC STATES. BY DR. J. H. HARRIS, JR., M.D., CHICAGO, ILL.

SODIUM bicarbonate, or sodium carbonate, is a well-known and widely used therapeutic agent. It has been employed for many years in the treatment of various conditions, particularly those involving acidosis. The purpose of this article is to review the literature on the therapeutic value of sodium bicarbonate, with special reference to its use in the treatment of acidotic states.

The first question that arises in the mind is, what is the mechanism of action of sodium bicarbonate? It is a weak base, and when administered, it acts as a buffer, neutralizing the excess acid in the body. This is particularly important in the treatment of acidotic states, where the pH of the blood is lowered. The bicarbonate ion combines with the hydrogen ion to form carbonic acid, which is then excreted in the urine. This process helps to restore the normal pH of the blood.

There are many conditions in which acidosis may occur. Some of the most common are metabolic acidosis, respiratory acidosis, and lactic acidosis. In metabolic acidosis, the body produces too much acid, which leads to a decrease in the pH of the blood. In respiratory acidosis, the lungs are unable to remove enough carbon dioxide, which leads to an increase in the pH of the blood. In lactic acidosis, the body produces too much lactic acid, which leads to a decrease in the pH of the blood.

Sodium bicarbonate is used in the treatment of all three of these conditions. It is particularly effective in the treatment of metabolic acidosis, where it acts as a buffer, neutralizing the excess acid. It is also used in the treatment of respiratory acidosis, where it helps to restore the normal pH of the blood. In lactic acidosis, it acts as a buffer, neutralizing the excess lactic acid.

The dosage of sodium bicarbonate varies depending on the condition being treated. In the treatment of metabolic acidosis, the dosage is usually 1 to 2 grams per day. In the treatment of respiratory acidosis, the dosage is usually 1 to 2 grams per day. In the treatment of lactic acidosis, the dosage is usually 1 to 2 grams per day.

There are many side effects associated with the use of sodium bicarbonate. The most common are bloating, flatulence, and constipation. These side effects are usually mild and can be avoided by taking the medication with food. There are also some more serious side effects, such as hypokalemia and metabolic alkalosis. These side effects are usually avoided by taking the medication in small, frequent doses.

In conclusion, sodium bicarbonate is a valuable therapeutic agent in the treatment of acidotic states. It acts as a buffer, neutralizing the excess acid in the body, and helping to restore the normal pH of the blood. It is particularly effective in the treatment of metabolic acidosis, respiratory acidosis, and lactic acidosis. The dosage varies depending on the condition being treated, and there are many side effects associated with its use.

process of change. Surely there is a stability in "original nature" which we can recognize as the process of breathing, of sight, smell, and hearing, of intake of nourishment and the elimination of wastes, but the nature of becoming a person, of taking on the nature of being human, is a most variable thing. When we say it is only human nature that a person assumes a certain attitude or feels more or less intensely about something, we may be completely wrong for people who live in different settings and for whom the "rules of the game" are different.

I guess I would agree that there is a relative uniformity of behavior within given local areas where acceptable and expected behavior is well known, but even such places have their deviants, those who differ from the normal or usual and push out ahead or lag behind. Moreover the circumscribed local area is rapidly becoming a thing of the past which is to say that the intimate, face to face, highly personalized relationships are less common and are being replaced by impersonal, more formal forms of social interaction. This is not to imply that we no longer have need for the close informal ties. We need them more than ever in an impersonal, anonymous world. It is probably for this reason that ad writers and public relations men endeavor to establish a close personal relationship with their clientele.

Many years ago a psychologist, W. I. Thomas, suggested that man has four wishes which are especially significant for life and the achievement of which in proper balance contribute to a well-rounded personality. These are (1) the desire for new experiences (adventure), (2) security, (3) intimate response (love and affection), and (4) recognition (praise, success). Playing on these needs or wishes can motivate people to action. You have all noticed that insurance companies paint a glowing picture of retirement in far-off exotic places or the contentment of an economically secure old age. These are obviously directed to satisfying the wishes for new experience and security. Or how a new piece of equipment or the adoption of a new practice involving a commercial product will enhance ones chances for success, obviously

striking at the wish for recognition. It likewise seems quite clear that the appeal of cosmetics and toiletries is directed to the achievement of beauty and glamour, the possession of which will insure love and affection, or as Thomas would say--satisfying the wish for intimate response.

Of course, it is hard to say just which wish we are appealing to and they must often appear in combination. It is important to keep in mind that man needs a balanced ration of wish-satisfaction. Distorted personality development may be the result of too much effort in one area at the expense of another. We all know of persons who strive intensely for material success or security and who still feel a basic insecurity because of an unsatisfied need for intimate response, love and affection. Or the person who is so obsessed with satisfying his wish for new experience and adventure that he becomes a rolling stone, an adventurer with no intimate ties to place or friends. Whether one is selling fertilizer, oil, prunes, or deodorants the personal attributes discussed above become important considerations as the prospective buyer considers his choices. If a product can be fitted into a meaningful context in a person's design for living, it becomes that much easier to accept.

To learn how people are motivated or moved to do something in a desired direction is an area of work involving psychology and sociology. While what we have said thus far is a bit more sociological in its orientation, we ought now to turn to some of the psychological considerations. George Smith in his excellent book, "Motivation Research," feels that we have to think about motivation in terms of a whole battery of inner conditions and he would list them as follows:

1. Assumptions, beliefs and presuppositions.
2. Frames of reference, attitudes.
3. Sensations, feelings, images.
4. Motives.
5. Identification and empathy.

I shall try to brief his views on each of these five items in the hope that they may be suggestive to you. The first "inner condition" beliefs, assumptions and presuppositions refers to "notions" we have, a sort of "take it for granted" framework which act like anchors for our thinking and feeling. For example, a man who is a Republican is ready to remember and believe information agreeable to that point of view. Similarly a Democrat is susceptible to information that supports his personal involvement with the party of Roosevelt, Truman and Stevenson. A negative kind of assumption may prevail such as "we've always had poor yields from that piece of ground." Assumptions are certainly at work when nonpurchasers gladly obtain and use products recommended by a person they hold in high esteem.

The second tendency or disposition to behave in certain ways may be called our frame of reference and attitudes. The frame of reference refers to our tendency to behave in certain ways, to be a liberal, a conservative, optimist or pessimist. Such people differ from one another in the books they read, the jobs they prefer, the jokes they enjoy. If one can detect the frame of reference, he can be in a position to make reasonable guesses about how such people are apt to behave. Attitudes are sort of mental sets that move us to come up with ready value judgments. So, we may be against a certain brand of hybrid corn or a certain brand of oil. Often such attitudes are "inherited" from parents, friends and others and may function almost unconsciously. Attitudes are important because they tell us not only what people will accept or reject but how something should be presented to them. For example, readers of Esquire and The Farm Journal both presumably have sex and food needs. But these commodities have to be presented quite differently to the two audiences because of their different attitudes on what is proper, sophisticated, and amusing.

The third category of sensations, images, and feelings is regarded by

Smith as particularly important in motivation. It's something like saying that there are associations called up in our minds as we are confronted with a product or by hearing its name. One study reported that a woman could give no satisfactory reason why she chose Maxwell House Coffee, but when she was asked to visualize the last purchase she exclaimed "I guess I picked Maxwell House because I think that the blue on the can is so beautiful." Another study reported that when people were asked to imagine themselves riding in a certain small car, the images called to mind were of themselves being cramped, jolted, and tense; moreover there were thoughts of being personally small and inferior.

The next important item is motives. Learning about the purposes, hopes or objects toward which people are striving is another way of saying we are finding out about their motives. For example, we may work hard for security, may want to feel important (ego-striving). We may like to be youthful, attractive, successful, and clever and in order to make it appear that we are all these things, we buy the clothes, cars, cigarettes, and expensive equipment that "build out" the ego and make us feel more important.

Finally, the concepts of identification and empathy. These relate primarily to the condition of becoming personally involved in an advertisement, a speech, a play or a game. It seems to me this is a sort of play world in which we all engage. Identification is imaginatively putting ourselves in the place of some other person. We recognize familiar or desired qualities, and as he acts, he is acting out our hopes, our fears, overcoming our obstacles. Thus we are ready to accept his advice, to see things as he does. On a somewhat different level is empathy when we actually "get in the act" so we strain with the wrestler, re-enact blow-for-blow when the hero fights for his life. In this sort of appeal, writers of ads and narratives for TV and radio use liberally personal words and personal sentences to increase imaginative participation. Smith reports that in a proposed trial copy for

frozen food, housewives readily identified with the central figure--there were comments like these: "I think she's smart (to use the product) - she's doing the right thing - you can't spend all your time peeling spuds - she looks like a woman who would run her home efficiently." On the other hand when women rejected an ad for a reducing remedy, their remarks indicated that the fat women featured in the "before" half of the "before and after" pictures were too extreme to be acceptable and their comments were, "That's not me - I don't look that bad."

The conclusion reached about all five of these variables is that no one of them is the complete answer, but all must be used to influence people to take a desired action. It's like saying that between the presentation of a stimulus (product) and the occurrence of a response (buying) is a vital gap wherein lie the habits, established attitudes, cherished assumptions, prejudices, fears, any or all of which can mean success or failure.

A great many studies have been made and are projected for learning more about how people make up their minds about what to buy - whether to reject this and accept that, or go without entirely. A few quick summaries will help to show how these studies suggest new or different sales "pitches." Notice how these statements are person-centered--there is apparently an assumption that what people do is intimately related to their private feelings and perceptions. There are likewise stereotypes that are held by people which affect their behavior.

Food Mixes--Pilot Study, 1948

Negative feelings that housewives have about food mixes include the following: They feel guilty about using them; they feel their use indicates poor housekeeping; they feel mixes are synthetic; they feel a threat to their use of baking and cooking as a source of praise; they feel mixes are unnatural and the easy way out. An advertising appeal that describes mixes as "easy" or "last-minute" simply increases these negative feelings of housewives.

Automobile Tires

Tires contribute more to the car owner's feeling of insecurity than anything else about his automobile. To be sure, the car motor can fail, but not with the potentially dire results of tire failures. The car owner knows that a blow out can be extremely dangerous, and even the possibility of one makes him feel uneasy. Tire advertising should be reassuring and should aim to develop the driver's sense of security.

Gasoline

Consumers feel that all gasolines are pretty much alike. They rarely discuss the quality of a particular gasoline. As long as it's "good" or "the best," it's all right. What really influences brand selection is the character of the service station (and rest rooms) selling the gasoline. Its appearance is of vital importance in determining the consumer's attitude toward the gasoline it sells. The attitude of the attendants is important. The car owner regards his car as a part of himself, and he wants to be sure that part is being well cared for. He needs reassurance from the attendant and plenty of service.

Meat and the Meat-Packing Industry--Preliminary Report

It has been found (tentatively) that heavy meat eaters are thought of as quite different personalities from light meat eaters. Heavy meat eaters are seen as masculine, gross, outgoing, and male. Light meat eaters are seen in contrast as delicate, sensitive, ingoing and female. Women seemed to feel guilty about enjoying meat eating too much.

Public Attitudes Toward Big Business

This was a study to help one of the nation's major industries direct its institutional advertising. It showed that the public generally was not opposed to corporate bigness and in fact felt that big, strong companies are necessary to maintain our way of life. Furthermore, attitudes with respect to competition, price-fixing, monopolies, etc., were not clear-cut and definite.

How to Build Mass Market Sales for Pet Food?

Most people's pets are not thoroughbreds, so they rationalize that mongrels are smarter, etc. And they unconsciously reject copy and art stressing fancy breeds, show-dog care and honors, etc. Also, the housewife unconsciously resents ads that ignore her, since she has to shop and care for the pet, although she indulgently encourages her husband and kids to feel it is theirs.

Examples taken from Motivation Research in Advertising and Marketing, Advertising Research Foundation, New York: McGraw-Hill Book Company, 1954, Appendix 2, pp. 222-232.

A MEMBERSHIP RELATIONS PROGRAM IS GOOD BUSINESS

by

Gale C. Anderson, Secretary
Nebraska Cooperative Council

If a member relations program is to be good business, it seems to me that we should have a basic objective, before we create the program. Objectives can vary, but I believe the most basic possible objective is that of carrying out the purpose of cooperatives namely, "to make farming more profitable for the farmer - to help him, help himself," because he is the customer and the owner of the Cooperative business.

We all know that the feeling of ownership is one of the most powerful motivating forces known. In cooperatives, we just don't realize fully the value of this force, and often fail to capitalize on this natural heritage. It is a veritable uranium mine. Too often we overlook it in member relations programs.

Therefore, I would put "ownership understanding" as my basic objective and develop the program on the concept of "making farming more profitable for the farmer," through ownership understanding.

This raises an interesting question. Is the farmer a "customer" first - a "member" second? If he is, I feel the approach, the planning of a program will be different, than if the reverse is true.

Members of existing cooperatives, I believe, are customers first - then members. In organizing a new cooperative - he will be a member first because no customer opportunity is available until business begins. Therefore the approach to development of a member relations program is different, if we deal with an existing, going concern, compared to organizing a new business. I

believe he is a customer first because he is motivated by his needs as a customer, not his need to belong to something. A customer may not be much of a member - from his membership responsibility point of view - but a good customer by business standards.

It would follow then that a membership relations program can be divided from an objective point of view into two areas: namely (1) activities as a customer; (2) activities of an organizational nature, meeting attendance, committee work, director's or service type activity compared to business activity.

Now back to our major premis -- "to make farming more profitable for the customer-member." What determines his patronage? (If he does not patronize, secure goods or service - how can we help him make more profit?) My answer to this is, His Understanding of What He is a Part of. Studies show his patronage or use of the cooperative is directly related to his understanding. But what understanding should he have?

1st, He must realize he can be better off (financially) by serving himself in a cooperative - than by doing business (or dealing directly) with other agencies. (Both you and he will have to know why he is now dealing with other agencies - relative, friend, credit, price, quality, service).

2nd, He must realize it is cheaper than doing it alone. (carload lots - own feed mill).

3rd, He must realize he is responsible for his proportionate use of the cooperative, (his volume of business to total volume of cooperative's business). His proportionate share of capital required, costs, and risks involved, in relation to his volume of patronage, because he is the owner to that extent. Control or voting is the only responsibility not based on his use of the cooperative.

4th and finally - he must realize that the economic benefits of patronage

refunds are no accurate measure of benefits alone. The only way to determine value of the Cooperative is How Much net farm income is Up or Down by use of the Co-op over its non-use. (What would I have had without the Co-op?).

If these are understandings we want to develop, where do we start? Start with the member as a Customer and a customer relations program, put in operation by employees of the Co-op.

Customer relations is measured by the attitude the customers have toward a business. (It will increase sales. Even a good sales program will often improve attitude). He may think highly of the Co-op, but know very little about it. He may thoroughly understand it - but still not like the Co-op. As understanding improves, usually attitude changes. They compliment each other. Any activity which affects the attitude of its customers toward the business is a part of Customer Relations.

"Will this transaction help the Customer," is a question that should be asked more often. Failure to get proper results with a product or service, results in blame on the item and the business that sold it. (He may have used it wrong.)

What we see and experience is very real - much more than hearing or reading. Therefore customer relations is everyday activity around the place of business. To help him make a profit - do those things which make your service more respected and appreciated by him. It takes study, effort and time on your part to eliminate all the inconveniences in serving him. Put his interest above your own. Make him feel it, and you have a real customer - member relations program - a successful business and you prosper in direct relationship.

The members of our panel will tell you how they do it. I hope some of them or at least some of you will disagree with my major theory, so we may have a real discussion.

HOW TO KEY A MEMBER RELATIONS PROGRAM INTO
THE COOPERATIVE OPERATIONS PROGRAM

by

R. Rowe Meats, Educational and Public Relations Director
The Mitchell County Farmers Union Cooperative Association

"How We Do It"

It might be well for me to give a little background on our Cooperative in order for you to comprehend some of the problems and facts that we are dealing with in our program.

Our Cooperative was established in 1911 on a county wide basis--that is-- having all units operate under one board and one general manager. This fact has proved many, many times to be one feature that has caused the cooperative to maintain the volume necessary for good sound growth. All departments are located within the county and we serve an area approximately one township wide bordering the county. This would make about one million acres of farm and pasture land, where the cooperative membership live. The principal crop is wheat with milo in second place. Livestock is another major resource for farm income.

We have 3200 co-op members in our organization which is approximately twice the number of farm families that live in our trade territory. However many families have two or more memberships and many of the towns people have a membership.

A good membership relations program must basically cover three major points; namely--information, motivation, and participation. Information is the oldest and first pillar of membership relations. You must have a complete cycle of information to and from the membership if you are going to do a good job. These avenues of information must be in many different forms. They must reach the entire family.

When you have the proper information lines established, the second step is motivation. This enters into all types of activities concerning the member and his family and requires a large number of projects. You must incite one from within and spur him into action. This isn't always easy.

The third and final phase is participation. The more a member and his family participate the more likely he will be satisfied. There seems to be a strong correlation between a member's satisfaction with his cooperative and the number of co-op activities in which he takes part. His activities can be measured through his patronage, financing, attending meetings, special activities concerning the Co-op, etc.

The following are some of the ideas and methods that we use to implement our membership relation program.

A---Annual Meeting

1. Good business session
2. Clear cut financial statement
3. Local talent-with youth, band, singing, etc.
4. Guest speaker
5. Good lunch or dinner
6. Special prizes
7. Favors
8. Special professional acts
9. "Make a big thing of your Annual Meeting"
The expenses on an annual meeting will run in the neighborhood of one dollar per member
10. Be sure and arrange your program to interest the whole family

B---Youth Programs

1. Co-op Camps
 - a. Recreational School at CCA
 - b. Co-op Family Camp-Estes Park
2. Speech Contest - Kansas Co-op Council
3. FFA Co-op Award-Kansas Co-op Council
4. Co-op Feed Buck Club
5. \$100.00 for best Club calves at County Fair
6. Use youth in all annual & district meetings
7. Youth Tours of Co-op Factories
8. Conduct local recreational school

9. Work with 4-H and FFA Clubs in planning their parties and club meetings
10. Work with County Extension Agent and FFA instructor in club and school work
11. Present program to schools, Show pictures, give them educational material
12. Use them in Co-op work as much as possible during the summer
13. Send youth to American Institute of Cooperation

C---Co-op Schools

1. Send all employees to educational and commodity schools
2. Directors to managers conferences and other educational and promotional meetings

D---Co-op Information

1. Monthly Co-op Newsletter - to all members and patrons
2. Co-op Wholesale bi-monthly newspaper
3. Local Newspapers
4. Radio and TV
5. Co-op publications to Directors
6. Bulletin boards
7. Leaflets-product information & educational

E---Planned Tours--These included three day trips to visit Co-op Manufacturing plants, board of trade, etc.

F---Special Business & Educational meeting at each community in the county each year

G---Survey of membership

H---Organize a Credit Union

I---Have Open House at your place of business

J---Keep your mailing list up to date

K---Associate Board of Directors

L---Invite Newspaper men, extension personnel, civic leaders, ministers, teachers, and other key community personnel to your important meetings. Put them on the program whenever possible.

M---Sponsor district meeting of board of directors of Cooperative organizations--Nat'l Farm Loan Ass'n, Production Credit, Credit Union, Farm Home Administration, and Co-op retail organizations.

N---Ministers to Co-op Meeting

1. CCA meeting in Kansas City
2. Use them on local programs

O---Co-op Employees, Directors, Associate Directors
and their families in a Christmas Party

P---Special Favors to all members at Christmas time

Q---Keep all places of business in good order--clean
and well painted along with number one service

We know that there are many more things that we should be doing in Mitchell County and we will continue to improve our program whenever and wherever we possibly can. Your membership relations program must be sparked with new ideas-- new techniques to put these ideas into effect. A good membership relation program concerning your co-op membership must embody as many different projects as is possible to administrate.

Any time your membership reaches more than 15 hundred members you should have a full time membership relations director.

Let's keep in mind that information, motivation, and participation are the backbone of all membership relation programs.

HOW WE DO IT

by

Carl Witham
Director Field Services
The Farmers Co-Operative Commission Company

The Farmers Cooperative Commission Company has long recognized the necessity of personal contact to have good member relations. Personal contact on the local level is somewhat different than on the regional level. The managers and directors of local associations have direct contact with their members day after day. The regional must not only reach the managers and directors of local associations but their members as well. The method of personal contact with the managers is fairly simple. It's done by telephone on day to day transactions. With directors, its bulletin service, district meetings and field representative. Bulletins, to be effective, must be brief and to the point. It must contain information that directly affects the operation of a local cooperative and agriculture. District meetings are very effective in presenting information about the operation of the regional that ordinarily would be presented at the annual meeting. To reach many members of local cooperatives, the Commission Company promoted, through the local cooperatives, the idea of having groups of members from various local member associations, spend a day with their regional. This idea has not only promoted good member relations, but has expanded into a public relations program because these groups will not only include members of local cooperatives, but also business men, professional people, teachers and students. The door of the regional office must always have out the welcome sign and be open to everyone. Good member relations will never be achieved without personal contact.

HOW TO KEY A MEMBER RELATIONS PROGRAM INTO
THE COOPERATIVE OPERATIONS PROGRAM

by

C. M. Gregory
Manager
Farmers Cooperative Elevator

Creating better and more effective membership relations need not necessarily be a task beyond even the smallest cooperative organization. Yet, far too many cooperatives insist they are too small to make any great effort and suggest that this field can only be tackled by the State or regional type of organization. This is far from the truth.

Member relations are very similar to public relations. "Public relations" was once said to be nothing more than telling one all the good things you were doing for them without letting them think you are bragging.

Creating better member relations can be approached in varying degrees and the results usually will be in proportion to the effort put forth.

I feel that no effort is worthwhile unless your company becomes better acquainted, better informed of your customers' problems, and lastly, is able to show them how with your facilities, merchandise, or service can help the customer. When you have done this, then you are in a position of gaining the confidence of this individual person. When you have gained the full confidence of your customer--you have, I think, a perfect member, or public relations program.

Now there is hardly a single way to accomplish this program. Many cooperatives feel that an ad in the local newspaper, an occasional letter, and some mention of their business at their annual meeting is carrying on a relations program. These, of course, are good, but they are only the beginning. I personally feel we must work more on the personal, individual approach.

Close to two years ago, we created a position known to us as a fieldman. This fieldman takes on a multitude of tasks and in his daily visits with farmers, he learns of their many problems. This person who fills this role must be one who is capable and one who can not only learn of the problem, but who can do something about it rather than to sympathize with the farmer. He learns of their nutritional deficiencies, whether they be in his livestock, poultry, or in his soil. Being a college graduate and one who practices good common horse sense, he is able to give these people good advice and sooner than you think, they are bringing their various problems to our staff and seeking our advice. For several months many of our customers have been calling in advising us that they have, perhaps, pigs weighing 30 or 40 pounds, and would you figure out a proper ration for them and deliver it to the feeder. While our fieldman is on the road most of the time calling on our people, he still is available for special, or trouble calls, and attempts to answer all these as quickly as possible. He also, in season, draws samples of soil for analyzing and after our tests, we are in a position to recommend the fertilizer we feel is best suited for his demands. This area alone is expanding with a program where we keep on file a layout of the farm which shows where the tests have been taken, the notes of which type of fertilizer together with the rotation of crops and with all of this information, we are in a much better position to help the farmers in a long range program. This, of course, is work, but it is something tangible, something the farmers can see will be of good to him.

As I mentioned, the duties of this man is many fold. He helps with feeding programs for livestock and poultry and he also could be rounding up a group of cattle or swine feeders to attend a specific meeting somewhere or perhaps off himself to attend a refresher course.

Sure, we also try to sell our Cooperative, but we have found it much easier to sell it in this somewhat reverse manner. We believe when we not only tell or advise him of these services, but that we are right Johnny-on-the-spot with the technical knowhow, the equipment, and facilities to back it up and that after we have done all these, then he is in a better mood to accept the Cooperative way of doing business.

Farmers are like the rest of us--they just don't have time to read everything in this technical age. They need someone to do this for them and they are desirous of one they can trust. Where better and more efficiently can they do this than through their Cooperative?

Far too many people dwell in the past with regards to selling their Cooperative. They spent too much time telling this generation how their fore-fathers joined together many years ago and built their first small elevator. They are also somewhat prone to believe that the same degree of loyalty should exist in the thousands today that did in the few of them. Their fore-sight was all well and good and to them we give great thanks, but try to sell your grandson on the advantage of the horse and buggy days. No, no one really wants them back. One can gain loyalty through preaching about as easy as it is to legislate honesty. The easiest way to gain loyalty is to provide a dependable service, better than someone else is willing to give, and I mean that regardless of who your competition. One must remember that providing the service that a farmer wants and will get is just not peculiar to Cooperatives. These facilities and equipment plus fair prices and services are within the reach of anyone in business and you should make sure that he doesn't get ahead of you in this respect.

Lastly, but not necessarily least important, is the patronage dividends as a means of member relations. I feel perhaps far too many

of us have relied on selling our Cooperatives mainly on the expected patronage dividends. Following this theory, if you had a good year, your Cooperative should have been most beneficial to its members. If you had a bad one, then too often members' respect for their Cooperative hits a similar low, yet the Cooperative might have been doing all the many services that they had in the good year. In many cases the net savings are a relative matter and it can be assumed perhaps some of the ultimate dividends might have been gained at the time of transactions.

We attempt to provide a good market whether we are buying or selling, give them all the services they can use and advise them that if there are remaining funds left over, they can go to no one but themselves. Of course, there is no denying that a patronage dividend at the end of the year is a good way of cementing good relations, but it apparently isn't always necessary as lots of people still continue to do business where they consider the service of more importance than profits in which they don't share.

To sum it up, I feel one of the best ways of carrying on member relations is to develop a forceful and aggressive program of advising your people what you can and would do for them. Gain the objective by being able to show them what you have been doing for others. Service is one of the most important principles in running a business today. Once you gain the confidence of your customers so that they come to you for advice with their problems and indicate a confidence in their organization that you never realized before, then you truly, I believe, have a member relation program working.

HOW TO KEY A MEMBER RELATIONS PROGRAM INTO
THE COOPERATIVE OPERATIONS PROGRAM

by

Al Gamble, Manager
Farmers Union Marketing Association

We try to keep all of our employees who have any contact with local co-op managers or farmers keenly aware that they have a very important role in our member relations program. This includes not only the field man, the salesman and the grain merchandiser, but also the telephone operator, the truck driver, the dock man and the elevator operator. With the relentless rivalry provided by private business concerns it is just poor business operation to pass up any opportunity to firm up the loyalty of any member. The degree of loyalty of a member to his co-op is usually in direct proportion to the degree of his feeling of ownership and voice in the control of the co-op and of his conviction that it is operated for his benefit and is effectively doing the job for which it was organized.

One of the tools we have used is a 27 minute sound and color motion picture which was completed in 1957. It was the feeling of our directors that this would be an effective way to more fully inform a widely scattered membership, many of whom have little opportunity to learn of the diversified operations of their cooperative.

The film was planned to review the development of the organization from its very modest beginning in 1942 and to emphasize in each of our operating departments two or three factors which directly relate to more profitable farm operation for the individual member. In the feed department, the emphasis was on freshness of the feeds and the savings of efficient production and quantity buying. In the seed department, it was the methods used to maintain quality control and to avoid unwanted mixtures and noxious weeds in order to assure the farmer of maximum return for his

investment in seed, labor, use of his land and other expense. In grain marketing, we showed the efficiency of modern, high speed facilities and the strength in the market place which results from combining the bargaining power of thousands of farmers.

One part we believe was particularly effective was a shot of the manager making a report at a directors meeting followed by a visit to the directors on their own farms. Each director was caught with a close-up in a typical scene of his farming operation and there was a brief review of his role in co-op and community leadership.

HOW TO KEY A MEMBER RELATIONS PROGRAM INTO
THE COOPERATIVE OPERATIONS PROGRAM

by

J. K. Stern, President
American Institute of Cooperation
Washington, D. C.

Every problem can be turned into an opportunity if it is properly approached. Why do members turn out in large numbers at a meeting in which a serious problem is to be discussed?--Because they are interested. This is the Key -- the cooperative must be their cooperative, its problems their problems, and its success their success.

You cannot tie good member relations and good operations together without some enthusiasm. Members will not become enthusiastic unless the employees who contact them are enthusiastic; employees will not get that way unless the Board and Management are that way. Capable employees, from the truck driver all the way up, good working conditions, good pay or incentive programs, and proper training of employees can bring this condition about.

You can be laying bricks or building a cathedral. You cannot put Management in a feed bag, but every employee properly trained will be helping each producer to do a better job so that everyone benefits. A morale or attitude develops that is contagious. Every normal person gets a thrill out of helping someone else. Every problem offers us an opportunity to improve communications with members, and with empathy can be turned into a member relations asset.

HOW CAN WE MOTIVATE MEMBERS?

by

Adlowe L. Larson, Secretary
Oklahoma Agricultural Cooperative Council

All people are striving to attain some goals. All human behavior, certainly that which is rational, is directed toward fulfilling needs - toward some stable position. These goals may be tangible or intangible, concrete or symbolic. The goals may be a new red Ford or a new Ph.D. degree. A new red Ford or a new Ph.D. degree may not be completely representative of the goal which the individual may have in mind. Goals have, in addition, subconscious undertones. One may not want the new Ford for only the transportation that it gives. The red paint probably indicates a little of this fact. Similarly, there may be a person getting a Ph.D. degree who is interested more in just the learning it represents. Perhaps it gives to the receiver some feeling of status - even to the sometimes ridiculous result of having one's wife call him "doctor." At least we are aware that goals may be very complex and the urge to attain the goal is a motive.

Our "need fulfilling" behavior is actuated by primary and secondary needs. The primary needs are of a physiological nature; such as, food, water, rest, and the avoidance of physical or mental pain.

In contrast, secondary needs are learned needs rather than physiological but are elaborated from primary needs. Examples are: acceptance by other people, in the family, in small and in large groups; the recognition of ability and accomplishments by others; and the relief from monotony offered by activity. These secondary needs are stronger than the primary needs. One may rather starve than go contrary to one of his secondary needs.

1875

1876

1877

1878

1879

1880

1881

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1883

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1885

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These secondary needs are learned through a process called socialization. This involves identifying and internalizing. One identifies himself with the group or person tending to satisfy the need he feels and he internalizes or accepts as his own attitudes or ideas those of the group with which he wants to identify himself.

Motivation is the bringing about of this identification and internalization. The effective motivation of cooperative members requires that these processes be carefully and thoroughly done.

If a member of a cooperative is to be strongly motivated toward the cooperative organization, he must feel that the cooperative satisfies an existing need, for by the process of identification, he chooses to go along with the group. The second necessity in the process of internalization is to get the cooperative member to accept as his own attitudes those of the cooperative, itself. These statements bring to mind several questions.

1. Does the cooperative have the attitudes or the qualities with which the member or prospective member wants to identify himself?
2. Are these qualities out of date with what members now want?
3. Is there a need for cooperatives to be modifying their attitudes?
4. Is there a possibility of developing a scheme for a continuous evaluation of attitudes so that their total may be maximized in the minds of cooperative members?
5. Are there possible ways of narrowing the gap between differences in the attitudes of members and cooperatives?
6. Are cooperative attempts at motivation missing the wide, flat, easy road instead of taking the high, narrow, rocky pathway?

It is entirely possible that cooperatives do not sufficiently know their members and their attitudes, that cooperatives are not adapting their

¹Much of the preceding is based on a lecture given by Dr. Walter Hill in the School of Agriculture Teaching Improvement Seminar at Oklahoma State University.

operations as much as they might in line with their members' wishes, and that ineffective methods are used to attain motivation ends.

Several conditions must exist before most effective motivations of cooperative members can result:

1. The cooperative must satisfy an existing need of its members or potential members. This may mean the modification of the services and the addition or deletion of the products handled. It may mean changes in procedures and attitudes as far as the cooperative, itself, is concerned. All of this involves a maximization to the members of the need-fulfillment possibilities which the cooperative has.

2. There must be a full and complete interchange or flow of information between the members and the cooperative so that both will know of the attitudes of the other group. Without this interchange, neither can know of how the attitudes can be maximized.

3. There is a need for joint activity between or among the cooperative and its members so that the resulting satisfactions of all can be maximized.

The over-all cooperative, including the organization proper and its members, needs to give attention to the most effective ways which can be used in meeting the above conditions. It may be that meetings are not of primary concern or of the lunch served with them. Practice in many cases indicates that they are desirable. More important for us to consider, is how procedures can be implemented so as to develop the identification on the part of the member with the cooperative and the internalization of his part of the cooperative's attitudes with his own. We are concerned with needs, techniques, and results.

HOW TO GET THEM TO MEETINGS

by

Warner A. Russell, Manager
S. E. Iowa Cooperative Electric Association
Mt. Pleasant, Iowa

If we feel that our cooperative needs an informed membership, recognizing its benefits and its responsibilities in democratic, self-help organizations that will perpetuate the enthusiasm and aggressiveness of its founders - we would probably agree that a well planned and well attended Annual Meeting should be our common goal.

The time to start your Annual Meeting plans should have been the day following last years meeting. On that occasion the manager should hold a conference with key personnel to evaluate past plans and procedures and list problems which merit a new solution. The regular board meeting following the Annual Meeting affords an opportunity for related policies to be reviewed and notes taken which will be helpful in future Annual Meeting planning.

Items to Consider in General

Planning for the Annual Meeting

1. How much interest do the directors, members and employees have in holding a large Annual Meeting?
2. What has been your record regarding Annual Meetings? Have the members been interested and pleased with the meetings and glad that they attended?
3. Do you want the Annual Meeting to be an outstanding event for the family or merely something to meet the legal requirements of reports and the election of directors?
4. Do you want people other than your cooperative members to attend and enjoy the Annual Meeting?

Examples: County Extension Directors, Vocational Agriculture Instructors,
Elected Officials, Representatives of other Cooperatives,
Farm Organizations, Youth Groups, etc.?

5. The directors and manager should permit committees to function in planning and reporting in certain areas at the Annual Meeting. Don't let any straight thinking member feel that the cooperative is a "closed corporation" with the directors and manager exclusively running the organization.
6. Is the time and location of your Annual Meeting satisfactory? If these factors are not right the cooperative will be working under a serious handicap. Avoid community conflicts by checking with the Community Calendar.
7. We must realize that any good Annual Meeting will cost something in time and money. A few members will criticize such an expenditure but if the cooperative Annual Meeting is good the great majority of your members will endorse any reasonable expenditure. The cost per member will be relatively insignificant.

Specific Planning for a Successful Annual Meeting

Publicity

1. Advise membership of Annual Meeting in advance of official notice and publicity directed to the general public. Use the cooperative newspaper or news letter.
2. Contact Newspapers, Radio and TV stations. Program features make good news stories. Ex: Name of Outstanding Speaker, Entertainment Features, Exhibits, Luncheon Plans, "Miss Rural Electrification Contest", etc.

3. Use truck posters, placards, bumper stickers. Every employee will be a publicity agent for the annual meeting by inviting members and telling of Annual Meeting features.
4. Special invitations to all persons and groups who are expected to attend.
5. The official notice should tell enough about the Annual Meeting to arouse interest. A card reminder should be received about a week before the meeting.
6. If a free lunch is provided and some attendance prizes are to be awarded give adequate publicity to all of the membership.

Business Meeting

1. Prepare a booklet which provides in an understandable way the information to be reviewed by the President, Manager and Treasurer. These people with the Secretary should carefully budget their time, speak so that they can be heard and in the limited time available present the information which is of greatest importance to members. The agenda for the Annual Meeting should be included in the booklet as well as charts and graphs showing the trends of the cooperative enterprise.
2. Election of Directors

A nominating committee should prepare a ballot with at least twice as many candidates as there are positions to fill, nominations from the floor, introduce candidates and indicate where they live. Membership may have voted by mail prior to Annual Meeting. The importance of the work of a nominating committee can hardly be over-emphasized. Able directors should be selected who represent the service areas of the cooperative.

3. Speaker and Representatives of Related Organizations

The speaker should inform, inspire and entertain. If a few more dollars would secure a top quality speaker - the extra effort would be justified. Some limited time devoted to national or regional representatives or state executive managers would enrich the program. Make sure each person has an understanding about the time at his disposal.

4. Entertainment

Obtain the best possible entertainment, of interest to the entire family. Avoid anything risque. It might be a good idea to provide separate entertainment for the children. Western movies, free popcorn, balloons and a lively atmosphere. This will make it possible for the general meeting to have less interruptions. Exhibits (Ex. State Wild Life) Demonstrations, Displays of Merchandise all add interest to the gathering. Activity such as a "Miss Rural Electrification" Contest greatly increases newspaper coverage. Newspaper people make excellent judges of these activities. Some of the entertainment numbers can be used between reports as an aid in holding the interest of the members.

5. Arrangements

a. Meeting Place Facilities

Good location and easily accessible

Adequate parking

Restroom facilities

Platform with a quality public address system

Comfortable and adequate seating

Adequate facilities and labor to quickly serve a good lunch which will be acceptable to most people.

Example: next page

(Ex. Weiner or Ham Sandwich, Baked Beans, 1 oz. potato chips, pickles, orange pop and cup of ice cream)

Hire some church groups to help serve the lunch so that there will be no delay.

Have some plans made for adjustments if the weather is disagreeable.

b. Supplies

Mail out registration cards with the official notice, these will be turned in at the Annual Meeting when luncheon tickets and souvenirs are presented.

Supply of ballots

Speakers podium

Sound system for speaking and recorded music

Charts, blackboard etc.

Copies of Annual Report

Cooperative literature

Door prizes etc. -- Several popular items rather than one or two large prizes

Banners, posters, etc. for information and atmosphere

Be sure that all employees have definite responsibilities and that all tasks have been assigned.

The drawings for attendance prizes will close the program.

If we follow many of these suggestions and shape our plans by the special factors which are peculiar to our situation we should have a good annual meeting and our members will be pleased with their cooperative and the leadership which you are providing.

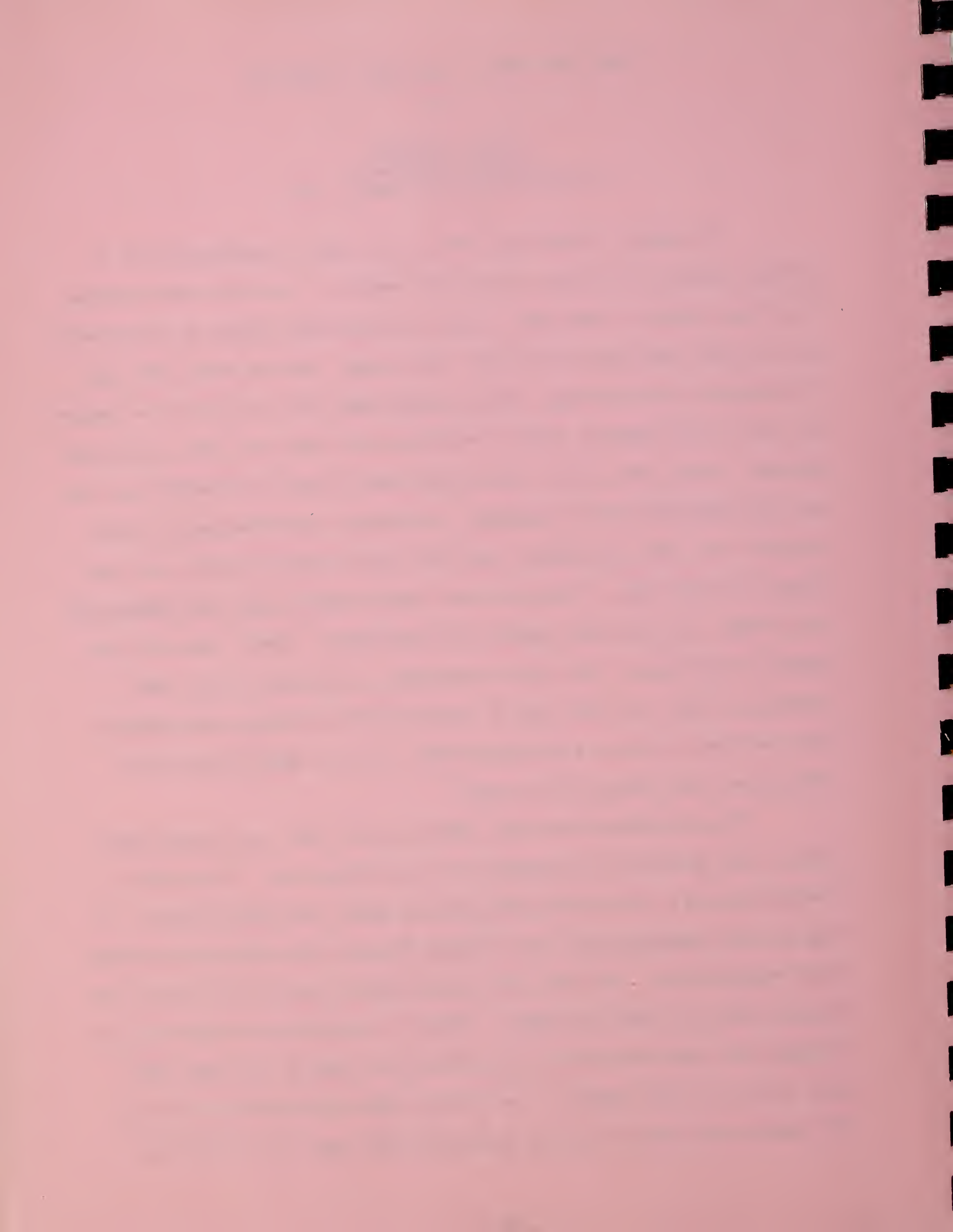
HOW WE GET THEM TO TAKE PART IN MEETINGS

by

Alton Scofield
Executive Secretary
Colorado Cooperative Council, Inc.

Any answer on how we get them to take part in meetings will be a definite answer on how we can motivate out members. One of the basic premises in getting members to take part in their meetings means setting up and agreeing upon at least these basic objectives, these being: that we really want them to take part in the meetings; that we really want our co-op run by the members, not just for the members; that we really want the facts, not just promotional material; that, first of all, the meetings must be run by the members and not just for publicity of the cooperative; that they do want democratic voting by ballot, not just railroading; and that they do want new people, new experiences, and new ideas. That we do want factual figures that have meaning and not excuses; that they are members and stockholders - owners - and not just patrons or customers; that they do participate in investing and are made conscious of this; and that they do receive their overcharges and underpayments returned to them on a patronage basis; that the basic theme of the cooperative is for use and not for sale.

Now, following these basic objectives, the best way to bring these facts to the attention of the members is to give them a job - a job with responsibility and a job in which the authority equals the responsibility. If they have the responsibility for a program, they need the authority to fulfill this responsibility. They need full control and full power of the entire job they may have as a committee member. Members or committees of members can be delegated the responsibility and the authority for many of the things that will add up to a good meeting. I am talking about a good meeting as far as the members are concerned and not necessarily what some of the members and



directors might want "to sell" the members.

It also follows with new, very basic plans -- that we, as cooperative leaders, must deal with members in developing leadership in them by starting with the member where he is in his understanding and going from there. In other words, it must be upon the level and with the level with which the member understands and is capable of proceeding on.

In the area of motivating members to become better members there must be continuity between teaching and learning -- teaching them the things that will affect them as members. Advantages, etc., will be of little value in many cases unless the individual has a chance to completely learn them by participation. The first part of this dissertation covers their participation from the standpoint of members and can include public relations. This part could also be included as far as the members actually being motivated to become better members by participating directly in the benefits we say a cooperative has for farmers in an integrated economy. To discuss service and patronage, savings, cost-price squeeze and many other categories of great and definite benefits can hardly be said to motivate the member unless he actually feels at his level and in his own business enterprise these above stated advantages. This can all be summarized probably by this statement: Members can surely be helped in the area of motivation by letting them perform their responsibilities as members; by letting them feel and see tangibly the effects of membership and use of the cooperative; by giving them a job; by letting them make decisions; by setting up the machinery that will sincerely include them in all of these things mentioned.

HOW WE MOTIVATE OUR MEMBER ASSOCIATIONS

by

Leslie C. Roenigk
Director, Member Relations Division
Consumers Cooperative Association

We in our Member Relations Division of CCA believe there are three ways of motivating people:

I - Anger

People when angry will do things they would not otherwise do but the fallacy is that no one wants to stay angry.

II - Fear

It has been demonstrated many times that people, when frightened, can do almost impossible things. Again, no one wants to stay scared.

III - Enjoyment and Building

Everyone likes to have a good time and enjoy life and they like to build so in all of our programs we attempt to devise ways and means in which the people themselves will enjoy participating. To wit:

A. Family Camp

We publicize it as an inexpensive vacation in the Rockies.

We do not make a heavy educational program. However, we have shortsnappy lectures each morning and evening, discussion groups before lunch and then free afternoons for sight-seeing, games and recreation. The evening ends up in recreation, folk and square dancing, where they all participate from ages 8 to 80.

We have observed people who came to the camp who were mildly interested in co-ops and came because it was inexpensive but left with a blazing enthusiasm to do more for their cooperative.

B. Youth Camp

This is another example where we develop leadership in the young people but in addition to their classes a great deal of time is given to swimming, folk dancing, hobbies, and talent shows.

C. Bus Tours

Here we publicize "to know what you own - see what you own." Again, while the tour is inspecting the manufacturing facilities they always cover interesting points in the city and the people not only learn but they have fun learning.

D. Short Courses and Institutes

These are more on the serious side but we create an environment so all of the employees attending enjoy the participation.

E. Neighbor Nights

Again we appeal to the pleasure of people being together, having local or professional talent for entertainment and always urging eating together, whether it be covered dish supper or any other arrangement, but just to say that people eat together in good fellowship.

It has been our experience that when people enjoy themselves in any type of participation they are looking for other ways to serve which far outweighs any motivation that may take place through anger or fear.

HOW WE TRAIN OUR EMPLOYEES TO PROMOTE GOOD MEMBER RELATIONS

by

Eugene Becker
Field Representative
Gold Spot Dairies

MOTIVATING FORCE FOR COOPERATIVE MARKETING

This whole scheme of Cooperative marketing revolves about a fine standard of Farm living. If I could have my choice of leaving just one single impression with you today, it would be that the ulterior motive of Cooperative Marketing should be social. Far be it from me to belittle the profit angle or Patronage Dividends. For this is vitally essential and is one of the tangible fruits of our labors. Certainly we need to keep our members informed about finance, economics, importance of good bookkeeping, legislative programs, quality products, and all other areas in which they should be informed. However, without a motivating force higher than money itself, without an aim, without an ideal, we are like a comet loosened from its gravitational attraction.

ACHIEVEMENTS MADE POSSIBLE BY IDEALS

Experts tell us that only ten per cent of the people of this Country have an aim. What is our aim in Cooperative Marketing? One of the great things in Denmark is that those people are inspired to achieve a fine farm life. They do it by specific methods. Cooperative marketing happens to be the leading economic method. They never let anything interfere with their primary aim. This should be the end result of our membership relations program.

TWO OBJECTIVES OF AN INFORMATION PROGRAM

An information program should enable its members and prospective members to better understand the services which the members themselves provide thru their association; their opportunities, their responsibilities and their limitations.

An information program should enable the public to better understand the importance of the Cooperative to the community, so that it might operate in a friendly and satisfactory atmosphere. It should be a mirror thru which we reflect to the public the values of our respective organization. We must continually polish and keep it spotlessly clean.

May I digress from my topic for just a moment to give credit where credit is due. In my humble opinion, Ralph Goley, Manager of Gold Spot Dairy, has exerted a tremendous amount of influence in this direction. Not only for the Dairy Industry but for all Cooperatives.

EMPLOYEES - MOST IMPORTANT AVENUE OF COMMUNICATION TO OUR PATRONS

Once we realize the importance of gaining and retaining good public and membership relations, we must admit it is absolutely necessary for every employee, every representative and every patron to be a living part of our public relations program.

When you think of the thousands of employees in our regional and local cooperatives thru-out the country; and when you think of the multiplied thousands of contracts they make every day; and when you think that every time a contract is made - an impression is made, you begin to realize the magnitude and importance of membership relations.

WORDS ARE IMPORTANT

The choice and use of words is a key factor in an individuals success in any public relations work. Also, what we fail to say or do can frequently create a negative impression. Wrong impressions cost money. When a wrong impression is made, it requires additional effort to dislodge that impression. Then, it takes a lot more effort to replace it with a right one. Most patrons form an opinion or a mental picture of their organization as a result of impressions they gain from the employees with whom they come in

contact. What our employees say or fail to say is mighty important. How do they know what to say or not to say unless they have a good working knowledge of basic Cooperative principles.

OUR OWN PROGRAM

Areas in which we try to practice what we preach, are at each of the receiving docks. Employees are instructed to treat the patron who brings a dozen of eggs, a quart of cream or a gallon of milk, with the same courteous service as the larger producer. A large number of producers, even though they be small, assures a steady flow of the raw product. Many times these smaller producers become larger.

In our office building we have a soft drink fountain. Many of our patrons come in and enjoy the refreshing drinks made from dairy products. Before leaving they usually purchase some dairy products to take home. We do not encourage or discourage this "take home" business. On the surface this may sound a bit strange. The other side of the picture is that we have merchants thru-out a one hundred mile radius. We do suggest that they trade with their local merchants. In fact, not too long ago members could come into the fountain and by presenting their patron number could purchase any of the finished products at wholesale price. Unsuspectingly, they would go back to their local merchant and compare prices. You can readily see what complications might arise. Be that as it may, employees in our fountain treat these patrons with the same courtesy and respect as the city customer.

FIELD PERSONNEL AUGMENT MEMBERSHIP RELATIONS PROGRAM

We have four field men who are continually engaged in membership relations work. Mr. Marvin Laubach devotes most of his time to Grade C milk producers and manufactured milk. Mr. Russell Beachboard works exclusively with Grade A milk producers. It is their responsibility to assist these

producers with construction, sanitation, cooling or any other problem which might arise. In the case of the graded producer, they serve as mediator between the Health Department and the individual producer, or with any problem which may affect the producers as a group. Mr. Beachboard is also editor of our house organ "The Gold Spot News". This monthly paper is a tremendous influence in promoting membership relations. Mr. Len Stewart and myself devote all of our time to cream producers and promotional work with the entire membership.

PROMOTIONAL MEETINGS

Here is the nucleus of our membership relations program. In the past ten years or more, we have averaged at least one meeting per week with producer or other farm groups. These meetings are arranged with our Advisory Board Members in their respective counties, or with influential members or program chairmen of various farm and civic groups. We also meet with P.T.A. groups, civic clubs and anybody else that will let us in. For these meetings we usually show a feature film. We have made five color films during the past ten years. They have been a vital asset in drawing a crowd and in telling our story.

We give talks on various subjects, have discussions and sometime during the program have a question and answer period. These have been most enlightning. One of the subjects which we never fail to discuss in this type of meeting is Quality. We use slides, charts, film and every other conceivable means to supplement our quality program. Economic history reveals that regardless of how aggressively you promote, advertise, or how astutely you merchandise a product, you cannot expect sustained sales unless you have quality.

Near the end of the program we give away a few prizes. We close the meeting with a good comedy. After the program we serve ice cream. During

the refreshment time you will usually find small groups assembled about the room discussing the program or some phase of cooperative marketing. This, we feel, is the grass roots of our membership relations program. If cooperative marketing could not be justified for any other reason, it should receive vindication for the fact that it has brought people together so they can learn about their organization, about their marketing problems. Above all they have an opportunity to learn about the kind of product the consumer wants.

ENTHUSIASM - THE GREATEST NEED IN OUR COOPERATIVES

The weakest link in the Chain of Cooperative Marketing is a failure on the part of the patron member to realize that the organization is really his. That he is part owner. As such, he has certain opportunities, responsibilities and perhaps a limitation or two. Until he realizes this, he isn't going to get very enthused. Some time ago I heard of a lady who was fond of frogs. She engaged the services of a professional money raiser. In a short time they had raised two and one half million dollars for the care and study of frogs. In a cooperative, when it becomes necessary to raise the authorized capital stock, we have to take to the hi-ways and bi-ways, making personal calls encouraging people to vote. Sometimes I wonder about our public relations work. However, we must not be too skeptical. Far be it from me to discredit the labor of those who have gone before me. We have come a long way. A famous scientist made the following observation. It would take one hundred million years for one hundred thousand monkeys, picking at random on one hundred thousand typewriters to come by chance upon the plays of Shakespeare. The odds are just about as great for us to come as far as we have in cooperative marketing - just by chance.

To continue our progress we need the kind of enthusiasm that will enhance pride of ownership in every member of a cooperative. We will need the kind of enthusiasm that will cause the member of a dairy cooperative to

eat butter instead of Oleo. We will need the kind of enthusiasm that will cause the member of a grain cooperative to think of adequate storage facilities instead of dividends. We need the kind of enthusiasm that will kindle a desire in the heart of every patron to want to learn, to keep informed, to be active in his particular cooperative. We cannot expect to get our membership aroused to the challenge before them unless we who are responsible for such a program sincerely believe in it ourselves. We must have a burning desire within our heart, within our mind and within our soul to build a better social life for the rural people of America. Finally, we must remember that the individual member is the most important asset in our organization.

I don't know of any other intelligent social living in rural life except coordination and cooperation between farm groups. Your marketing association is only an expression of that spirit.

HOW WE REACH OUR KEY GROWERS

by

Felton B. Browning
Supervisor, Growers Service Division
Sunkist Growers

I am sure the problem of reaching key members in the Sunkist Grower organization is no different from that faced by other federated cooperatives. However, some of the difficulties in establishing a line of communication are of such importance, I feel I should briefly outline the problem.

Growers who are members of this cooperative are actually members of local associations. The local is autonomous and all decisions as to operation, personnel and management are decided by the members and by their boards of directors. The relation between the local association and Sunkist Growers is covered by a contract which stipulates that all fruit will be delivered for sale by Sunkist as the agent. The contract between the local and Sunkist central can be terminated during any year. The only permanent bond that holds Sunkist to the local association is service.

The loyalty of the individual grower is directed first to his local association. Employees and leaders in these locals are jealous of their positions as spokesmen for the industry and have in the past been reluctant to permit direct communication between the central organization and their members.

Prior to the conference program, communication between growers and Sunkist central was limited to:

1. The California Citrograph. This is a independent magazine dealing with citrus culture and development. Included is a section edited by Sunkist covering market and long-time programs.

2. The Sunkist Newsletter mailed to all growers each month deals with current market, sales, advertising and other items of general interest.

3. At local annual meetings, members of the Sunkist staff would discuss their particular activity on invitation. These appearances were not regular as at many locals the annual meeting program was devoted entirely to the local activities.

4. Sunkist maintained a small staff of Growers Service men who worked with growers to explain policies. However, the small staff made it impossible to reach more than a small number of growers.

As years passed by, groves were passed to younger growers with limited and impersonal contact. It became evident that the close relationship between many member growers and Sunkist was being lost. They did not have a close contact and frequently their criticisms were outspoken. It was clear that some new approach must be developed.

It seemed logical to make the first approach to the younger member and to the grower who had recently acquired citrus property. These newer members were the ones most anxious to learn of their selling organization.

Thus, the idea of a grower conference was developed. The suggestion was first received with considerable skepticism and uncertainty by the leaders in local associations. The plan was first presented to the packing house managers in a single county who comprised a closely knit group. The suggestion that such a conference should be held was first thoroughly discussed with the managers of local associations and their boards of directors. These discussions covered a period of nearly two years before the program of a conference was finally approved and publicly announced.

These leaders agreed there were too few well-informed active members among the rising generation. It was felt a conference would inform these growers and would inculcate a certain amount of missionary zeal in those who attended. It was planned to hold the conference far enough from home so that the attention of those participating would be secured and kept. The conference would extend over a two-day period. The cost of attending would be shared by the local association and the grower himself as it was agreed the grower should share the cost and have a financial investment in the meeting. Wives were urged to attend and to participate in all discussion groups. To be sure that the number in attendance would be kept to a manageable size, each association was limited to five couples.

At this first conference, attendance reached the limit set. During the first evening after a social hour and dinner, entertainment was provided. The next morning, serious work was started by a keynote speech after breakfast explaining the purpose of the conference and the procedure.

The 180 people in attendance were divided into seven sub-groups. Each group retired to a small meeting room and met with seven sunkist department heads. During the one hour, the leader discussed his particular activity. The one-hour discussion period was equally divided between a presentation of the subject and a question-and-answer period. During the four one-hour discussion periods held on the first full day and the three on the morning of the second day, the groups rotated so that during the two-day period each group met with each of the seven discussion leaders.

The result of this first conference was immediately apparent. The growers in attendance had gained a better knowledge

of their cooperative. Even more important, they had acquired a certain evangelistic enthusiasm for their cooperative. The frank informal discussions had given them an opportunity to become better acquainted with their employers who were charged with the responsibility of handling their business. The program had an impact far beyond anything accomplished previously. It appeared that following each discussion period enthusiasm mounted.

Following the conference, the program and Sunkist became a topic of conversation at home and at bridge meetings and social events. The growers who attended were not only in a better position to defend the activities of Sunkist but had become outspoken in their enthusiasm of Sunkist policies.

Within two weeks we had received requests for conferences in other areas. These have been arranged as rapidly as possible so that now six conferences have been held. In one large producing area a second conference was needed to accommodate the growers who could not attend the first.

These latter conferences all followed the same general pattern established in the first with one exception. This change has been the abandonment of small groups moving from one discussion subject to another. In recent conferences, the entire group has been held together. During a morning session they would listen to a presentation of two Sunkist activities. During the discussions they were seated 16 to a table. Following the discussions, coffee was served and questions were discussed by table groups. Following 30 minutes of this discussion of questions to be asked, the general meeting reassembled. Each table chairman in succession was asked for his first question.

After each table had the opportunity for asking a question, additional questions were requested until the allotted time had passed. I believe there are very definite advantages to this second method of programing. Every grower has the opportunity to hear answers to every question asked. More complete answers were possible because several members from the Sunkist staff often participate. It was also evident that by using this procedure, the questions were more carefully thought out and more fundamental in nature.

Certain observations in the conference program might be of interest. It was very clear that there is a very definite limit to the percent of growers who are willing to take the time and spend the money to attend these meetings. This limit appears to be approximately 10 percent. The 90 percent of the growers who do not attend are either not interested or do not have the time. However, we have reached the leaders.

In most conferences, numbers were closely restricted. It became a privilege to attend. In these conferences substantially everyone who had indicated his intention to attend was present. One conference, however, we let the bars down and stated accommodations were available to any who were interested. In this case, a substantial number who had made reservations failed to show up. In all future conferences, we will follow the policy of a strict limit so that the growers invited will know they have been chosen for this privilege, and that others who might wish to attend would not be able to do so. The selection of the growers to attend was left entirely to the boards of the local associations.

We, in Sunkist, are convinced that this program of grower conferences has been the most successful effort in reestablishing the lines of communication between Sunkist and the grower. I am sure this conference program will be continued in the future.

THE MEMBERSHIP JOB FOR TOMORROW

by

J. K. Stern, President
American Institute of Cooperation
Washington, D.C.

We are largely a nation of economic illiterates. We know what Western comes on T.V. at 9 o'clock on Friday night but we don't understand the basic principles that underlie the prosperity of this nation. Agriculture represents a minority of our population--our success in the future will be determined by how well we work together, in local organizations, in regionals, and nationally, as a competitive unit; and perhaps in spite of legislation and regulation rather than with the help of it. What does this have to do with Member Relations? Unless our members understand this, they will flock to political rallies and meetings of snake oil salesman who make phoney promises, in an attempt to find the answers to their economic problems; rather than wholeheartedly supporting, financing, and promoting their own farmer owned and farmer controlled organizations. The latter in my opinion provided the only lasting opportunity for success. If this be true, then a basic understanding of some economic facts by all farmers, is essential to the future success of cooperatives. It is just as important that farmers understand what they cannot do as well as what they can accomplish by working together.

The membership job for tomorrow includes lifting the horizons of members to see what can be done and what must be done together. It means closer relationship and communication between members and their cooperatives, and between cooperatives. It means selecting more able directors and delegating more responsibility to them so that some of the joint projects between organizations regionally or nationally, which might stagger our imagination now, will come into being.

Preparing for this means stepping up our educational programs within our cooperatives, closer working relationships with and more use of all educational agencies, more support for research to point the way, more farmer financing of these off-farm projects.

We need the enthusiasm for self help among our members, that our pioneers had, coupled with able management, and the willingness to take some calculated risks. A competitive economy means that some business operations will fail, but it provides an atmosphere in which success usually comes to those who deserve it. If we face up to the challenge of alerting our members to their opportunities and their responsibilities, cooperatives will be making communities more prosperous tomorrow.

NEW HORIZONS IN MEMBERSHIP RELATIONS

by

Howard Cowden
General Manager

Consumers Cooperative Association

A Chicago businessman, addressing a co-op meeting in Wisconsin recently, was quoted as follows:

"Big business is not really worried about co-ops as long as they are trying to beat it at its own game. The big advantage you have over big business is that 7th Rochdale principle: 'educate constantly'."

Hearing a Chicago businessman chide a cooperative meeting for not observing Rochdale principles, is somewhat like hearing a Buddhist monk telling a Methodist conference to give more attention to the Ten Commandments. This observer from outside our ranks was telling us that the 7th principle of Rochdale is just as important, just as up-to-date, and just as applicable to present-day co-ops as it was when the Rochdale Society was formed, 115 years ago. He was telling us that our beliefs are not always exemplified by our actions. And he was absolutely right.

This man was looking at cooperatives from the outside. He was looking at the forest instead of the trees. He was looking at us in terms of the people we serve rather than the dollars and cents with which we measure our volume. And when he referred to the 7th Rochdale principle, he was saying, in effect, that we have not done what we should with it. We have not educated constantly and we have not, therefore, done as good a job in member relations as we could and should.

The early Rochdale leaders stressed education in most remarkable way. They looked upon their society as an agency to help people meet current social and economic problems. Thus they made of their little store much more than a place for the sale of goods. They stocked

it with literature -- the kind of literature that would help one understand the world in which he lived. It was simple logic in their eyes that a man had to know why the co-op existed before he could be an interested and effective member. This constant education at Rochdale can be called by another term -- leadership. The Rochdale Society, in other words, took to itself the character of a community service agency. It was interested in the social man as well as the economic man. It was interested in the whole person and not just the patron. It believed in member relations with a capital M.

It is this kind of interest, I think, that must be the key to our member relations, now and in the future. But how do we translate this into the mechanics of every-day member relations? Some of the answers to this question have been brought out in your discussions today; some more will be brought out tomorrow.

In a conference of this kind there is bound to be a lot of talk about annual meetings. I wonder, though, if we have explored all the possibilities in this area. We in CCA are proud of our annual meeting, but we see room for improvement. Last December it reached a new high in attendance -- nearly 4,000 persons at the big family supper the first night.

That big crowd was most gratifying, but in some respects the most significant session during our three-day meeting was one at which fewer than 100 persons sat down to lunch together. This was a special session for visiting pastors. For four years now, we have invited member cooperatives to bring pastors from their respective communities to the annual meeting. We set aside one afternoon, starting with a luncheon, for a pastors' conference, organized with a view to providing the visiting clergymen with a better understanding of cooperatives. The success of this conference has convinced us that we can go a great

deal farther in broadening the function of our annual meeting. We are planning now for conferences of other special groups -- teachers, editors and so forth. We have been bringing a small group of county agents to the meeting for a number of years. We are going to enlarge this project. What we visualize, in effect, is an annual meeting that will take on more and more of the aspects of a conference on rural life. In this way we believe we can develop better public understanding of cooperatives and, at the same time, give more meaning to our cooperatives in the eyes of present members.

It is my firm belief that local cooperatives as well as regionals can do much more than they have been doing along these lines. They can use their annual meetings and other occasions to help everyone get a better picture of cooperatives and their role.

I shall not take a lot of time to discuss our school program because most of you are familiar with it. I want to emphasize, however, that CCA is expanding its school facilities with a view to offering a much larger and more comprehensive training program than anything we have attempted in the past. And at the heart of our expanded program will be courses for the development of leadership.

For many years CCA has sponsored on-day leadership conferences throughout its region. We plan to enlarge and expand this program. Currently we are sponsoring a series of institutes for managers and board members that are conducted under the direction of experts from the management consulting firm of Rogers, Slade and Hill. In this program, as in others, we recognize that cooperative leaders must keep abreast of modern management techniques and principles.

The business of educating and informing people today is quite different from what it was in the early days at Rochdale. The Rochdale Society depended in the main on direct contact with its membership. There

are some small local co-ops today which may get by with these early methods. But many of our local cooperatives, and all of our regionals, must make increasing use of the mass media of communication. This means, of course, the use of modern advertising techniques. Our cooperatives exist for the same basic reasons that the Rochdale Society was founded. They exist because they serve certain economic and social needs. It is just as true today as it was in 1844, that the members of a cooperative should be urged to understand what those needs are and how a cooperative helps meet them.

When I read the printed advertisements of cooperatives --including our own -- and when I hear co-op sponsored radio programs --including our own -- I feel that we must plead guilty to the broad indictment of the Chicago businessman to whom I referred in my opening remarks. Our advertisements center almost entirely on our merchandise. We use the same sales arguments as our competitors. We aren't doing a proper educational job. Here, I think, we are missing a glorious opportunity. If education is the key to good member relations; and if good member relations are the key to good co-op management; why, I ask, can't we evolve a formula for advertising co-op principles with as much force as we advertise our tires, our fertilizer, our feed, our gasoline and our various supply and marketing services? This is a real challenge. We in CCA are trying to find a formula for meeting it. If we do not find such a formula, we may someday lose what the advertising profession would refer to as "our image," -- the thing that makes us stand apart from other kinds of business. When we lose that, we lose -- if I may borrow another word from the advertising slang -- the best "Sales gimmick" we have.

Besides our advertising in weekly papers, daily papers, farm papers and magazines, and over radio and TV, we have what we refer to

as the cooperative press. Most of our co-op publications are put out by regional organizations. All of them, I think, have served a good purpose. But in them as well as in our use of conventional communications media, I see need for change and improvement. Yesterday's publication is not good enough for tomorrow. I would like to suggest a little more boldness in the editorial policies of cooperative publications. And when I say boldness, I am not advocating lashing attacks on private business as such, nor unqualified praise of our own institutions. Our cooperative publications, I feel, can do more of what the Rochdale pioneers tried to do with their education program. They can be more analytical of social and economic affairs, and they can and should on occasion interpret political developments. I would like to see a cooperative press in this country that would speak out more forcefully than it now does on issues that are neglected by our daily newspapers and by our magazines. I would like to see a cooperative press with the prestige that has been attained by the fine cooperative magazines in Denmark and Sweden. Such publications not only help inform and educate their members; they reflect credit on the sponsoring cooperatives and they contribute to better member understanding. Finally, they contribute to variety in points of view on matters of general public interest. Our democratic society here in the United States needs variety in the sources of its news. I think of the cooperative press as having the potential to provide some of this variety and diversity. But it must be stronger and more articulate than it now is.

By this time I think you will realize that I look upon good member relations as the essence of good co-op management. Member relations, in my opinion, are synonymous with leadership. And leadership in a farmer cooperative today carries tremendous responsibilities. Good leadership, in my opinion, implies ability to sense new trends and

new developments and the willingness to take steps to meet them. It implies the ability and willingness to deal in fresh ideas and to conceive bold plans of action.

I need not tell you about some of the changes taking place in agriculture today, but I do want to warn you that our cooperative leadership faces a testing such as it has never faced before. I need not tell you that cooperatives are the farmers' only defense against some of the evil aspects of vertical integration as it is now developing. But I am telling you that knowledge of the problem and knowledge of how it can be solved are not enough. We must have the courage and the foresight to act, and act promptly. If our farmer cooperatives do not take the upper hand in this coming era of integration, non-farming interests will, and those will be the interests of big nationwide corporations. Their emphasis will not be on the profits made at the level of the farm but on the profits made at the level of the factory or retail supermarket. Farming will become a subsidiary to big industries and big chain store operations.

The member relations job here is a big one. But it is not so big, in my opinion, as we may imagine. Farmers are ready and willing to do something about integration. They will give their time, their services and considerable sums of money if they are convinced that cooperatives are the only means through which they can retain control over their operations and avert the damaging effects of integration. This I can tell you from first-hand experience. During the last year and-a-half I have attended scores of meetings to which farmers came because they wanted to know more about integration and how to contend with it. Most of you know that CCA has adopted a policy of active participation in cooperative integration projects wherever these can be fitted into our operations.

We started in Iowa with the establishment of two boar testing stations to help farmers improve the quality of their hogs. The most recent step was the purchase of a killing and chilling plant -- a key facility in our plan to build eventually a cooperatively integrated swine program that will go all the way from the farmer to the consumer.

In the meantime, we have been interested in other areas of integration. As a matter of fact, we established a new division last winter, the sole function of which is to help farmers integrate cooperatively. We are working with Kansas dairy groups toward the establishment of a cooperative cow milking pool. This will be a sort of pilot project with which we hope to find answers to questions that are pouring in from all over our region. We have made inquiries into the possibilities of cooperative cattle feeding yards.

One of our problems, in fact, is to keep our own plans and inquiries abreast of the demands that come from the field. The pressure of these demands makes us keenly conscious of the urgency of the situation. If our cooperatives do not come up with integration programs, somebody else will. I think you will agree with me that our cooperatives should take the lead and keep it. If they do, however, they must move very rapidly. They must bring their memberships along at a rate which will be a real test of their leadership. There are bound to be some risks; there are bound to be some mistakes. But failure to act now could very well mean a loss of an opportunity that will never return.

WORKING WITH YOUNG PEOPLE TO AROUSE INTEREST AND DEVELOP
UNDERSTANDING OF COOPERATIVES

by

Clarence A. Gehrig
Executive Secretary
Ohio Council of Farmer Cooperatives, Inc.

Cooperatives are economic business organizations. They operate to enhance the income of farmer members. They have grown from friendly neighborhood groups to complex, powerful organizations.

In our free society, cooperative organizations continue their actual existence very much in accordance with public wishes. There has been a fair acceptance of cooperatives of the general public while they were small. However, in some areas when they became larger some active resistance was encountered.

There have been real forces at work over the past 40 years which have generally brought about farmer support and public acceptance.

Co-op membership and volume of business are growing while the number of co-ops is holding in the nation at nearly 10,000 (1) actually the latest figures from Farmer Cooperative Service, Washington D. C. list 6,268 marketing; 3,373 Farm supply and 235 service cooperatives. During the last 20 years membership doubled, and the volume increased $4\frac{1}{2}$ times. The success of farmer cooperatives and social change have created problems; problems in human relations and creating understanding about cooperatives. With this, as a background, business competitive as it is in our American enterprise system capitalized on the opportunity. Private business men and non-members were often suspicious and critical of co-op activities. Militant anti-cooperative organizations were formed and their influence tended to confuse members, and to require a well organized educational program. Farming today is big business. Farmers, today, and in the future must be business men. Youth of today must have a clear understanding of

(1) Joseph G. Knapp - Farmer Cooperative Service - Washington D. C.

the methods of doing business including cooperatives. Some will be tomorrows farmers and will work in related fields from producer through to the consumer. Some will be members of cooperatives, some will be members of boards of directors. They may be managers. We in farm cooperatives have no right to expect youth to accept farm cooperatives for granted without reason or understanding. Youths acceptance must be earned by todays leaders. This requires resources - people, methods, time and money. This is perhaps one of the safest investments cooperatives can make.

There are certain guiding principles we need to keep in mind in developing understanding. (2) Our methods in teaching cooperatives to youth should:

1. Provide an effective means of attaining the objectives.
2. Should stimulate students
3. Should meet present and future needs of students.
4. Should utilize community resources.
5. Should provide learning through real experience.
6. Should allow student participation in the planning stage.
7. Should provide alternatives.
8. Should include evaluation of all phases of instruction.

It seems to me the real challenge of this group is to develop cooperative education programs that are community related and will involve people requiring acceptance of responsibility by them. Since all cooperatives represented here are discussing a common motivation problem it appears to make good sense for us to work together, and share our experiences with each other.

(2) Edmund R. Barmettler - Teaching Farmer Cooperation in Vocational Agriculture. (1958)

MOTIVATING YOUTH THROUGH CONTESTS

by

James McGuire
Executive Secretary
Kansas Cooperative Council

"Let's hold a contest!" Have you heard this statement from a member of a program planning committee? Contests seem to have a special appeal to American people. I am in agreement with some of the reasons for this appeal. I feel, too, that some of the bases for the appeal of contests are not exactly founded on our cherished beliefs that a person's accomplishments reflect his hard work.

We have all kinds of contests going on in this country, to be sure. I will try to hold this discussion as closely as possible to youth contests and more especially to youth contests which are now being sponsored by cooperatives. I do not plan to go into minute detail of organization of any of these contests, but I do want to try to point out some of the factors to be considered in "setting up" a contest and some methods by which the contest can be evaluated. No doubt I will also diverge somewhat to the fringe benefits such as adult participation, adult education and general news value of some of these contests.

For you psychologists and social workers who are steeped in matters of personal and group motivation these next few minutes may appear to be a waste of time. I do not plan to get into the inner workings of a personality to try to analyze its response to various kinds of youth contests.

Contests have been labeled "the most economical way of getting participation and information from your advertising dollar". This is no doubt true because a lot of people will participate in a contest

with the feeling that anything they earn is earned without investment or with very little investment.

Youth contests can be divided into two main groups--contests for individuals and contests for groups. We will touch briefly on the structure of some of these contests but a quick listing now will help you to understand the kinds of things I have in mind. Among individual contests we find essays, speeches, quizzes, and special activities on which the youth can keep records or give a written report. Such activities may include a project in growing something, improving something, designing, or reporting on a trip.

You may consider a contest to be a group event though it involves these individual activities if the individuals involved are representing groups. Most generally, however, a group project will involve reporting or summarization of activities of the total group. Most notable among our co-op group contests is the AIC sponsored FFA Co-op Activities Award.

Perhaps a brief description of some of these contests will be helpful. Within a number of states there are quiz contests established for FFA members. In most cases the quizzes are prepared annually by a state committee. A set of questions is prepared for local competition and increasingly difficult questions are prepared for district and state competition. Awards may be given from the state office or from the hometown coop. The contest can be carried out so as to involve a considerable number of co-op people by encouraging them to get information to FFA Chapter members.

Speech and essay contests seem to be especially valuable for education because of their involvement of other youth and adults. Rather than to go into details on the mechanism for conducting one of these

contests, I would recommend you write those responsible for carrying on a contest in which you might be interested. A thorough discussion of any one of them might easily take more time than I am allowed.

I firmly believe that a contest must be well planned. This does not mean it has to be planned "big". This means that it can be planned for a small beginning but it must be planned and it should be planned with due consideration given to all participants. Most of our reporting and ballyhoo is concerned only with the person who won the contest. His picture is in the paper and he is asked to perform time and time again.

I would raise this earnest question for your consideration in planning a contest. "Do you want the contest just to pick a winner or do you want the contest to get participation?" This is not to say that simply picking a winner is objectionable entirely. It is to say that a victory in winning is not nearly so sweet if there is no competition. Holding a contest just to pick a winner has certain news and promotional value but very little educational value. In this particular category I would list beauty contests. They make the newspapers--and what is a beauty contest story without a picture--but what is a participant supposed to learn. I shall not dwell on motivating youth through beauty contests.

A home town contest is given impetus and status if it is tied to a state or national program. With reference again to the FFA Co-op Activities Award, the national program provides a fine structure to which we can gear contests within our respective states. For years Kansas has had a participant in the National Contest and we have felt proud having this as a part of our Council program. We are aware, however, that only a few of our two hundred some chapters have ever

made a formal entry in our state-wide contest.

It is good to talk about the 30 or 40 chapters who entered the National Contest. The few who make trips to the AIC summer meeting benefit greatly, but we feel there is considerable gain to be made by encouraging more participation in our state-wide contest. We are, therefore, trying to establish a set of rules and awards for district contests within the state. Awards in each district will likely include a traveling trophy along with cash prizes and we will probably pick more winners to make the AIC trip.

Important to any contest are the kinds of awards which are given. Winners are generally presented with tangible evidence of achievement such as pins, certificates, cash scholarships or merchandise. Each of these types of awards are only factors in what I would consider to be the greatest award--status. Although I consider status or recognition, to be the greatest of achievements, there is often a direct relationship between this and the amount or size of the tangible winnings. Contests which are long founded, especially if they appeal to a person's religion, nationalism, or a specially recognized trade or skill, may be effective without providing great tangible evidence of achievement.

Extremely important in planning and conducting a contest is the need for recognition of every participant. It is not uncommon for a "loser" in a contest to still be the person who has made most personal gain and perhaps he is a person who will put to greater use the experience and information he received in the contest. It is difficult to begin a trip with equipment and plans for meeting every foreseeable difficulty. Some basic rules for the contest are, however, very important. The rules should spell out exactly who is eligible, and perhaps who is not, and why. The rules should be exacting in area boundaries, school or club membership, age range, and sex if these are at all factors

in determining eligibility.

The rules should state, of course, the nature of the contest and the methods by which the individual or group participants will be scored. The types of awards should be described in detail. Again, I would point out that no matter how well you plan a contest, there will be questions from the participants. This is not serious unless the questions stem from complete misunderstanding or too much flexibility in your rules which causes someone to feel that the contest "just wasn't worth it".

Each person should be made to feel he gained from participation in the contest. Any feeling of unfairness may cause you to lose friends rather than gain them. Promotion of the contest should be thorough to get the word to every person who might be interested. This thoroughness should be done in good form so as to attract attention and so as to give the person who reads or hears the announcement the feeling that this is a "proud" contest in which he would like to participate and in which he would like to be a winner.

You have to put something into the contest, and this means money. You might get school boys and girls to write an essay on "Why I am Glad I am an American" just to have their essay published in the school paper but you will not get them to do much research on the subject to write this essay. Most of our co-op contests require some research and some real effort. This effort should be rewarded with some recognition for each participant and with some very attractive awards for the winners. We often feel that youth should get interested in our contests the same way we feel their parents should get interested in cooperatives. You cannot build a contest on simple need for understanding and there surely is very little service or saving to be offered the participant. A contest takes money and it takes wise planning on distribution of that

money. This is said still with the feeling that it is one of the cheapest ways of getting participation for your advertising dollar.

Whatever the contest, I do not glory in the fact that one person from the state of Kansas won a big prize. This fact may have news value, but it is not my way of evaluating the contest. It may help you sell a contest program but it does not mean you have had good participation. If you are going to put on a contest, you should keep an accurate record of the number of entrants, the number of those who drop out, the number of those who continue as well as those who reach the top.

The greatest value to sponsors of a co-op contest is in getting a lot of participation and here I digress from youth motivation for a moment to say that this participation includes not only the youth who are involved but their parents and their teachers and those who judge the contests as well as those who read the news stories of contests. This total participation is more important than the fact that you have picked one winner who is a shining example.

For continued follow-through on evaluation of the contest, I think it is important to try to keep some record of your participants. There is great satisfaction in knowing that participation in your contest helped this youth in his job selection or helped him in his professional relations.

MOTIVATING YOUTH THROUGH LOCAL ASSOCIATIONS PROGRAMS

by

Ed Dalhaus
Director Young Peoples Activities
Illinois Agricultural Association

I. My topic is "Motivating Youth Through Local Associations Programs."

I'm glad that word local is in there because in my humble opinion a program will be about as successful as it is local.

A. The more local the program is the more chance it has to be personal in nature.

1. We always knew we had a good story to tell and told it for years, but had to admit our general lack of success.

a. We made the discovery that we were using too much of an impersonal approach.

b. Thus, the last few years we have been trying to operate on a more personal basis. We have been alert to projects in which our folks can work closely WITH the young people.

II. Our key program is the FFA-Farm Bureau Acquaintance Day Project. It's very title indicates a person to person approach, and the purpose is primarily one of getting acquainted with each other and with each other's programs.

A. The County Companies set up an Acquaintance Day. Each FFA Chapter sends in a specified number of boys. Each of these boys is assigned to an employee with whom he associates during the day. That night everyone (boys, employees, school teachers and administrators) comes to a company sponsored banquet. A winning Chapter is chosen on the basis of cooperative activities sponsored during the year and entered in the district contest. District winners are sponsored to the AIC Conference and one state winner gets to send representatives to Canada for a fishing trip at Company expense.

B. This in brief is our key program. Of course, the fireworks is always preceded by some important steps of preparation. They are:

1. Meeting of local co-op staff people to develop a tentative program. (Make sure it's tentative).
2. County leaders get clearance for program through County Superintendent of Schools.
3. Joint meeting of key local staff people with Vo-Ag instructors.
 - a. Set date and mutually agree on a specific program and objectives.
4. Organization and train local staff members who will participate.
5. Formally and personally write Vo-Ag instructors, school principals and superintendents to participate.

III. By-Products

- A. A by-product of the program locally has been the promotion of fellowship and mutual working relationships between employees of our various companies.
- B. It has also been a good program from standpoint of recognition.

Recognition takes on added meaning when a person is recognized where people know him.
- C. Good feeling prevails by going local in our programming--few if any get the idea that something is being done to them but instead feel that we got a part in this thing, we're an important link in this chain, "by-golly", we're helping to create this moving force.
 1. This kind of attitude develops enthusiasm and without enthusiasm truth itself will not flourish.

Conclusion

We're sold on local associations programs. We do other things too, like making a movie of the FFA convention, providing professional entertainment for the boys at their convention, making contributions to the 4-H club and FFA Foundations, putting on a barbecue at a FBYP Training Conference, sponsoring 4-H Club project winners to the AIC Conference BUT the real pay dirt is right down there when the people line and move and have their being. We've gone local over local.

MOTIVATING YOUTH BY HELPING PUBLIC AGENCIES HELP US

by

Howard McClarren
Director of Youth Education
American Institute of Cooperation

Although we would readily concede that many of the youth with whom we work are leaders in their own right, at the same time we are reminded that most youth look to others who lead the way for them. Even the President of the United States looks to other for counsel and guidance.

It follows then that the motivation of youth must result, in a large measure, from contacts with those who are older and more experienced than they. Our problem becomes more evident that youth will not be likely to be motivated unless we first motivate those to whom they look for leadership. The motivation of adult leadership involves contact with organizations in which we can find capable, devoted, sincere people who hold positions of responsibility.

Organizations in which we may find the types of adult leadership we desire include among others: the Grange, the Farm Bureau, the Farmers Union, the National Milk Producers Federation, the National Federation of Grain Cooperatives, the Extension Service, Vocational Agriculture and many other rural groups. Leaders in these organizations, as a rule, appreciate the importance of training youth for future positions of leadership and responsibility. Furthermore they appreciate the need for definite, well defined steps to be taken if youth is to be motivated.

Motivation results from both understanding and desire. Any idea no matter how good it may be will not be acted upon unless it is

understood. In the process of youth motivation we have been fortunate in securing the help of many rural groups. These groups have assumed responsibility and have given many hours of devoted service to the cause of cooperative education because they felt the need to encourage and promote youth interest. That desire came when adults reached the point of understanding and believed that cooperative education was an important part of youth training for modern living. To illustrate the point the fine essay - public speaking program developed in Alabama first was understood and wanted by the adult leaders in the 4-H Club program before it was even proposed to 4-H Club members. Following conference planning and the drafting of a program a rather well defined procedure of operation which youth has well accepted was followed. The important feature is that the motivation of 4-H club members now participating in every county in the state can be traced to lively interest on the part of adult leaders. Through conferences with leaders and planned development of the program through the use of informational materials, the interest of these leaders has been secured. They in turn have motivated youth to participate in increasing numbers each year.

What are some of the other ways in which cooperatives have helped "Public Agencies Help Us?"

1. Collaboration in publication of materials of instruction shows how agencies have worked together. The publication "How We Organize to do Business in America" was prepared in cooperation with the National Education Association, the U. S. Office of Education, the Agricultural Extension Service, Farmers Cooperative Service and many others. This bulletin has without doubt motivated more youth programs than another single production.

The U. S. D. A. bulletin "Farm Family Business and 4-H Club Work" represented the combined effort of personnel in the Federal and State extension service, Farmers Cooperative Service, U. S. Chamber of Commerce, Federal Reserve Bank and the American Institute of Cooperation.

2. Production of Flannelgraphs. The flannelgraph which grew out of the A. I. C. publication, "How We Organized to do Business in America" was developed cooperatively by the AIC with several agencies representing government, farm organizations and cooperatives. The liberal use of youth in developing the presentation of this device for learning has resulted in wide acceptance not only by youth but by adults as well. The new film developed by Gale Anderson, Secretary of the Nebraska Cooperative Council and AIC grew out of a flannelgraph developed earlier by Mr. Anderson.

3. A graduate study "Teaching Farmer Cooperation in Vocational Agriculture" by Dr. Edmund Barmettler represents the combined contribution of departments of Vocational Agriculture throughout the U. S., the Department of Agricultural Education at the Ohio State University and many farmer cooperatives. A very important by-product value derived from this study has been the motivation of teachers and FFA members to the point of devoting more time and effort to instruction in cooperative education in classes in Vocational Agriculture.

4. Newsletters have proven to be an important means of motivating not only youth but leaders and teachers to secure more education about cooperatives. Teachers and leaders who send in materials for these letters are not only helping in providing information for the letters but they themselves are being motivated.

5. Attending and participating in conferences and meetings with "friends of cooperatives." Attendance at conferences and meetings of workers in Vocational Agriculture and Extension Service is an important means of increasing interest in cooperative education. Participation by cooperative leaders in such meetings as well as having representatives from Vocational Agriculture and Agriculture Extension appear at meetings of cooperatives motivates them and those with whom they work.

6. The California FFA quiz program is far more than a question and answer procedure. Most of the cooperatives in California have over the years contributed time, moral support and money to the departments of Vocational Agriculture in the process of conducting the quiz program for Junior-Senior Class members enrolled in Vocational Agriculture. In addition, the conduct of the program has involved every supervisor, teacher, trainer and teacher of Vocational Agriculture in the State. Such complete cooperation has materially improved the instruction provided in the Vocational Agriculture classes but it has also strengthened the relationship between cooperatives and the Vocational education groups.

In conclusion, it would appear that cooperative education has been fostered and improved by helping ourselves help others. We have benefited from the many contacts made with youth serving rural agencies to the point that the techniques used to motivate youth have motivated adults as well. We believe that the many agencies which work with us do so because they have the desire. They believe we have programs which are good for them at the same time they motivate youth to become better trained for future leadership in cooperatives, especially and in agriculture in general.

MOTIVATING YOUTH BY PUTTING THEM TO WORK WITH OR FOR COOPERATIVES

by

Durward G. DeWitt
Youth Department
Consumers Cooperative Association

1. Why should we motivate youth in cooperative understanding?
2. What age groups should we consider in our motivating programs?
3. What techniques can best be used?

The answers to these questions are of paramount importance to all forward looking, progressive cooperative leaders. I am sure that good cooperative leaders (and of course that includes all who are attending this conference) are extremely aware of the real need for programs which will motivate an interest in, and a broad understanding of farm cooperatives among our rural youth. We know that the very future of our cooperatives of tomorrow will be in proportion to the quality of leadership we develop today. Today's cooperative leaders have a definite obligation to finance, organize and put into practice youth programs which will inspire and challenge our present generation of rural youth. We must have programs which provide an opportunity for youth to learn not only the principles and practices of cooperatives but programs which develop an appreciation of the economic, democratic and social values which cooperatives are contributing to our "American Way of Life." My experience in working with rural youth has convinced me that they are idealistic in their thinking and find the cooperative way compatible with their philosophy of life. 4-H and FFA programs have been especially effective in developing this brotherhood spirit and the cooperative way of working together.

Someone has observed: "If you want an orchard tomorrow you must plant the trees today." Let us not forget that all planting needs continuous care and cultivation. I'm sure we should be planting the seeds of cooperative understanding in the minds of our youth at an earlier age. Most of our programs

and efforts have been planned to reach our teen-age rural youth. What we are doing and have done is good even though our programs are reaching only a small percent of our youth. When we consider the 27,000,000 youth we have enrolled in our schools we have a long way to go.

I believe our greatest hope in reaching our younger youth is in getting the proper kind of information to our present and future teachers. We know that our high school and college text books are most inadequate in presenting cooperative information. Teachers generally will teach only such materials that is compatible with their personal knowledge and understanding. We need to reach the college and university instructors who are writing our text books and teaching our high school and elementary teachers. We must make a much greater effort to inform this group by personal contacts, films, literature, planned tours and by getting them to attend and participate in our local, regional and state or national co-op meetings.

When we remember that each teacher has the potential during his or her career of shaping the ideals and understanding of some 5,000 young people, we can appreciate the real value of our efforts in getting the proper kind of cooperative information to them. I believe that local and regional cooperatives should jointly sponsor a series of workshops or training schools to aid teachers in getting cooperative information. Perhaps scholarships to such workshops should also be available to county agents, club agents, home agents and ministers. A few hundred leaders of youths well informed on cooperative principles and practices can directly and indirectly influence the future of literally thousands of our rural youth.

It is doubtful that many of our vocational teachers and county extension agents are fully aware of the drastic changes or perhaps the discontinuance of many of their own programs if the vertical integration of the entire livestock farm program is allowed to develop in the same pattern of

the broiler industry. Both of these groups should be willing to join in an all out effort to teach our youth and assist our present farmers in the development of a truly farmer integrated agricultural program.

We must develop too, an understanding that our cooperatives may well be the only structure through which the benefits of vertical integration and the control of farming will be kept in the hands of farming. The final development of a farmers' vertical integration program will largely be accomplished by our present generation of young people as they assume the responsibility for the operation of our farms and our agricultural leadership.

One of the outstanding programs of Consumers Cooperative Association designed to inform and inspire youth has been our Co-op Recreation Youth Camps. Three of these are conducted each June. Some three hundred outstanding farm youth attend these camps on scholarships provided by local co-ops. Most of these young people are officers of local FFA chapters, or 4-H clubs. More than 4,000 have attended these camps during the last twelve years. From letters and personal contacts we know that many former youth campers have completed their college training or are attending college. Some have or will be taking their place in society as teachers of vocational agriculture and other subjects, home demonstration agents, county agents or club agents. Some are on the way to becoming farm leaders in their respective communities. Remember, they were selected on the basis of leadership and outstanding ability. Many of them are becoming members of co-op boards or employees of farm cooperatives. We like to think that we have not only given these youth campers a basic foundation of cooperative understanding but that they have shared this information with thousands of their fellow club and chapter members.

Basically our Youth Camps are geared toward teaching our youth a better understanding of the principles, purposes and practices, and methods of operating a cooperative type of business. The purpose of these fun-filled days is to

provide recreational training and other experiences that teach these young leaders the true meaning and advantages of cooperation.

Through the camp canteen, camp council and other activities the campers have actual experiences in organizing and carrying on a cooperative business. Each week the campers learn by doing, by organizing and operating a canteen. This canteen is a true co-op. On the last day of camp, at the dissolution of the canteen, each camper receives an envelope with his original share, plus the patronage refund he has earned. A co-op council, elected by the group, serves as the governing body of the group.

Camp activities include games, folkdancing, square dancing, group singing, crafts, swimming, parliamentary procedure, co-op education, a study of the science in agriculture, and special programs.

It has become traditional at camp for the council to sponsor a water-melon feed following the party on the last night. A softball tournament between states is played Thursday afternoon. The swimming pool is open each afternoon with a swim meet on Wednesday.

We know that all campers enjoy their week at the camp. We hope that all of them will be able to make just a little better contribution to their respective groups and fellow students back home. We feel that the success of the camp must be measured by the additional contribution each camper makes to his own organization and to other groups in his community.

How do we know that our Youth Camp is effective in inspiring and informing our campers? As proof, I would like to give you some excerpts from a typical letter received from one of our 1958 campers. I believe it expresses the feeling of most of the boys and girls who attend our camp.

"Dear Mr. DeWitt:

Having the privilege of being President of the Co-op Youth Camp Council was the biggest opportunity of my life so far. I can't ever remember when I've

learned so much about leadership, especially about people.

We've had a wonderful time these past five days. Most of us felt like lifelong friends as we swam, danced, played ball, or worked together. I think we have proved beyond a doubt that farm youth can really enjoy themselves together. Having fun is wonderful, but we all got a rather sudden awakening by Hal Charles' speech Wednesday night. For many of us it was probably the first time that we had been bluntly confronted with what the future may hold.

Nobody knows for sure, but it's obvious that agriculture is going to be so difficult and complex that we; you, me and everyone else; will have to do his best and use every bit of information at our command. We've received some really worthwhile information this past week about what organized farmers have done and can do through their cooperatives. We must use all the information we can find when making our future decisions.

We learned a great deal from each other, Mr. Roenigk's discussions, the other speeches, etc., all of which were reliable beyond a doubt. We have been lucky here learning about farmer cooperation, but we will not always be that fortunate. As we grow older in this modern world of ours we will constantly be subjected to being "sold down the river" by private interests. All of this sort of thing makes a guy stop and think "just what am I going to do." While we're thinking let's not forget Hal Charles' statement "indecision is a decision in favor of those who have already made their's."

I never realized that CCA has such wonderful people in its member relations division. I'm glad. We farmers need the very best. I thought you adults did a lot of good for CCA, us campers and the future of farming by the way you conducted the camp.

So, actually this letter is meant for all of you people who are working together to help us. You, Mr. DeWitt, Kent Streeter, the Farrells, and all of the other adults that made our camp such a success. I would appreciate

your passing this letter on to those other people.

It must make your jobs easier when you know you're doing so much to help us campers; maybe even helping us to preserve and safeguard the American farm way of life.

Thanks again for the opportunity.

Sincerely, Ronnie Lachner
FFA Member
Spencer, Iowa"

In conclusion, I would say that most of us are in the position of the farmer who said: "The trouble with most of us farmers is that we don't farm half as well as we know how already."

I am sure that all of us recognize the need of doing a great deal more than we have been doing in the past. The challenge is great. You will agree, too, I am sure, that the quality of our future cooperative leadership will be in direct proportion to the time, effort, and investment that present cooperative leaders are willing to make in providing our present youthful generation opportunities to get a complete understanding of the potential value of our farm cooperatives.

MOTIVATING FARM WOMEN

by

Irwin W. Rust, Chief
Membership Relations Branch
Farmer Cooperative Service

In developing this membership relations conference your committee made an important discovery--that very little was being done by cooperatives in the mid-west to exploit one of their greatest natural resources--their women-folk.

Directors of cooperatives have reams of material available to instruct them in their functions and responsibilities. Young people are encouraged in divers ways to learn about cooperatives. Male cooperative members are assiduously cultivated to secure their patronage. But relatively few associations spend much effort in encouraging cooperative support and participation from farm women.

It has been interesting for me to observe that member relations programs directed toward women in cooperatives seem to be most prevalent among eastern cooperatives. In helping plan this conference here in Kansas City, and others in Richmond, Virginia and Minneapolis, Minnesota, I have observed that as we move from east to west, member programs directed toward women in cooperatives receive less and less attention.

Numerous contacts with those associations having programs keyed to women have made it clear that such programs are worthwhile. And if that is true for other cooperatives, it can be true for yours. At the Richmond conference, during the discussion of what was being done, and what could be done, someone asked the question "Can women make a contribution to the strength and welfare of cooperatives?" The answer from those associations having special member programs for women was an unqualified "Yes."

The following discussions will cover a few of the ways in which farm women are being brought into more active participation in cooperative affairs.

HOW WE USE WOMEN IN COOPERATIVE MEMBER RELATIONS PROGRAMS

by

Viola Armstrong
Coordinator of Organization Relations
Indiana Farm Bureau Cooperative Association, Inc.

Women are definitely a part of the family unit. The membership in our Cooperatives is looked upon as a family membership, therefore it is very important to use all of the members of each family.

Women are responsible for developing many of the attitudes for each member of the family. If we are to have better membership relations for our cooperatives it is necessary to reach the homemaker.

As the homemaker gains knowledge of the cooperative she develops understanding and influences the thinking of the members of her family.

COMMUNITY LEADERS CONFERENCES

Two series of District Community Leaders Conferences are held each year, one in April and one in September. These are one-day meetings which are devoted to cooperative education and product information. In each series the attendance is approximately 1400.

WIVES OF DIRECTORS AND MANAGERS

A one-day program for this important group, on a district basis is reaching a large number of key people. A flannelgraph presentation on the organizational structure of Indiana Farm Bureau Cooperative Association and "What is a Cooperative" together with a special feature of homemaker interest like color selection, discussion of Farm House Plans or the "Magic Suitcase" and a talk on "You Are Important" makes up the program.

WORKSHOPS

District workshops are sponsored by Indiana Farm Bureau Cooperative Association. Eight of these two-day sessions make it possible to reach 500 to 600 more people with a coordinated program of facts,

information, product changes, inspiration and leadership.

HINTS FOR HOMEMAKERS

Appears in 81 counties each month with a circulation of 200,000 according to a recent survey. "Hints for Homemakers" is one of the most popular articles contained in the monthly publication.

At State Fair each year an envelope with Co-Op emblem on it and containing fifteen recipe cards with "Hints for Homemakers" is a give-away feature. Cooperative members as well as others come to the booth to pick up "give-away" and a personal contact is made which has done wonders in building better membership relations. Result, 15,000 more people are reached and reminded of cooperatives.

LADIES SPRING JUBILEES

A special program designed to catch the interest of homemakers. These Jubilees are held on a county-wide basis. The one-day session consists of commodity information provided by fieldman from Building, Steel and Coal, Hatchery, Feed and Farm Modernization Departments, with a closing address on "value of cooperatives." The 5600 ladies who attended these meetings definitely had a better understanding of cooperatives and their attitude as a member improved.

"COUNTRY LANE ESTATE"

The newest and very exciting way women have helped in developing a membership relations program has been the surveys made with more than 2,500 farm women to get their ideas of what they wanted and didn't want in a farm home.

The plans which are now available have been used in many meetings and a service on helps in interior decorating, color schemes, refinishing furniture, floors and remodeling is being given. The response on the part of the women is tremendous.



SUMMARY

In every way possible we include the women but the brief review of Community Leaders Conferences, district meetings for wives of directors and managers, workshops, "Hints for Homemakers", Ladies Spring Jubilees and the story of "Country Lane Estate" are the tried and tested, also most effective ways women have helped in membership relations program.

These programs have made women more active. They are assured their cooperative is interested in them and the old saying "Educate a woman and you educate a family", is still true. If the little woman feels kindly toward the cooperative more than likely the entire family feels the same way.

WOMEN'S PROGRAMS ELSEWHERE

by

Oscar R. LeBeau
Farmer Cooperative Service

Several years ago, the Farmer Cooperative Service set out to determine how farm women can best contribute to building and maintaining good membership relations. The findings of that study are summarized in FCS Circular 15, How Women Help Their Farmer Co-ops.

Briefly stated, we found some excellent women's programs under way in half a dozen places. Many others are doing a good job along one or more lines.

When all these ideas are brought together, they make an impressive list of worth-while activities. For the purpose of discussion these activities can be grouped into three general categories, viz,. (a) farm and home planning, (b) improving membership relations, and (c) building good community relations.

FARM AND HOME PLANNING

Cooperative leaders are finding women particularly helpful in matters relating to their individual farms and homes. To better understand the extent to which this is true, let us list a few of the activities in this area.

Evaluating Farm and Family Needs - Cooperatives are organized to serve their members. They have an obligation, within the limits of good business practices, to adapt their services to their members' needs. Farm women can help to bring these needs into focus.

Each family has the problem of trimming its expenses to its income. Thus, when the family needs a new tractor, additional insurance, and a refrigerator, the husband and wife must weigh these needs in working out their family budget. The local cooperative should stand ready to serve them if it is practicable.

Making Business Contacts - Farm women do a great deal of the family buying and selling. They are often the first to know what new products are available and at what price. They are usually first to see and to sort the incoming mail.

Modern-Day farming is a complex business. Annual tax reports, deferred patronage refunds, social security payments, and other business requirements make it imperative that farmers keep accurate records.

Many families depend on their wives to help them with their farm bookkeeping and accounting. Often they maintain joint bank accounts, with the wives paying the family bills.

Keeping Family Informed - The average farmer has limited time to keep informed, particularly during the busy seasons of the year. Generally, farm women talk to more people, listen to radio or television oftener, and read more of the newspapers, magazines, and other literature than their husbands. Thus, if cooperative information is to get across to farm families, it is important to aim a portion of it toward the feminine side of the family. One way to do this is to include a women's section in the Co-op's membership publication.

Training Young People - Farm women can render invaluable service to their cooperatives by fostering a cooperative climate within the family circle. Children watching their parents buying and selling through their local associations learn many practical lessons in farmer cooperation.

Farm women can encourage their children to participate in cooperative meetings, essay contests, and quizzes. They can help make it possible for their children to attend recreational camps, talent roundups, and picnics conducted by their cooperatives.

IMPROVING MEMBERSHIP RELATIONS

Women can contribute greatly to cooperative development by participating more actively as members or as members' wives. The following

activities illustrate the many ways women can help to improve membership loyalty and participation.

Serving on Councils and Committees - Women can serve effectively on many types of committees such as annual meeting planning committees, farm home advisory committees, hospitality committees, luncheon committees, and other task forces.

Committees made up of husband-and-wife teams provide a practical approach to many association problems. Such committees are more likely to take the total farm-and-home view in approaching their work.

Taking part in Meetings and Conferences - Women can help to add zest to cooperative meetings. Their presence and participation at annual meetings is considered a must by many associations. A number are finding it helpful also to hold one or more educational meetings in which husbands and wives participate.

Women can take part in such activities as transportation, registration, housing, hospitality, entertainment, and serving the annual luncheon. Their participation in planning the program helps to assure that the program will contain something of interest to the entire family. They enjoy having a place on the program to tell how their families have benefited from their cooperative.

Setting Up Good Co-op Housekeeping - Women can help to improve the physical appearance and housekeeping features of their cooperatives. Given appropriate committee assignments, they can see that the grounds are attractively landscaped; that the warehouse has good loading facilities and that there are adequate parking facilities nearby. They can help to see that the office and sales space is efficiently arranged; that the walls, floors, and windows are clean and attractive. They can make suggestions for displaying merchandise in an orderly, appealing manner. They can see that cloak and rest room facilities are adequate. In short, they can make

their cooperative more home-like, convenient, and efficient.

Maintaining Membership Contacts - Personal contacts rank high in membership programs. Adequate communications and good membership understanding go hand in hand.

Women are effective communicators. They talk to a lot of people. They belong to a great many organizations. Most of them are within easy reach of a telephone throughout the day. They give and receive a great number of messages. They have many opportunities to make new friends for the association to which their families belong.

Conducting Demonstrations - The demonstration method has long been an effective educational device. A number of cooperatives have used this technique successfully in acquainting potential patrons with their products and services.

Various marketing associations, for example, have utilized product promotion demonstrations with encouraging success. A successful cooking, packing, Freezing, or canning demonstration -- utilizing milk, eggs, meats, fruits, and other farm products -- paves the way for expanded consumption of such items.

A number of cooperatives have had good success in sponsoring candle making demonstrations. This in turn has created a lively demand for wax, a by-product of the petroleum refining process. The interest in candle making has led many housewives to go to the local cooperative store for supplies. Once acquainted, they often become regular patrons.

Participating in Quiz Contests - Educational quizzes offer another good avenue for women to participate in cooperative affairs. A number of wideawake associations have made good use of this technique at annual meeting time. Widely publicized, these educational contests help to get the entire family to the annual meeting. These contests help to get across basic cooperative information to the men, women, and young people of the community.

Conducting Recreational Activities - Women can help to conduct enjoyable recreational activities for farmer cooperative members. The sociability that goes with successful picnics, talent shows, and choral sings helps to build a closer relationship among the members.

Help with Membership Publications - Several cooperatives have made effective use of women as local reporters for the associations. One large regional cooperative, for example, has delegated one or more women in each of its patronage areas to serve as new reporters. Their reports include such items as local annual meetings, special demonstrations, and other local events. These news reports are sent to the cooperative publications and to local editors.

A number of cooperatives maintain a special women's section in their house organ. This is devoted to items of interest to homemakers. Several make it a practice to publicize favorite recipes and other household suggestions contributed by readers.

Maintaining Membership Lists - Closely related to news-gathering is the activity of helping the local manager maintain an up-to-date list of active members and patrons. This is seldom an easy task. Each family can help by reporting its own changes of address and those of any acquaintances. Having an up-to-date mailing list means that the cooperative's membership publication or newsletter can be delivered with minimum waste. Also, it facilitates direct mail advertising.

Improving Marketing of Farm Products - Women can help emphasize proper grading, packaging, and handling of farm products. The quality and attractiveness of products offered for market have a direct bearing on consumer acceptance. Buyer satisfaction is an important factor in determining prices. This is particularly true of such commodities as eggs, milk, and wool.

The women of the Utah Farmers and Poultry Cooperative, Salt Lake

City, have been instrumental in obtaining improved handling of eggs on the farm. Their educational program has been an important factor in improving the shelf life of the eggs marketed by their cooperative.

Many cooperatives have been able to obtain improved sanitation and cooling of milk on producers' farms. Moreover, by giving emphasis to the important to have grass-root support for their legislation programs. Farm amount of milk consumed among their friends and neighbors.

In the case of wool, the Indiana Farm Bureau Cooperative Association, Indianapolis, has conducted an educational program among the women to emphasize the importance of producing clean wool and marketing it through cooperative channels.

Assisting with Legislation - Women can help support federal and state legislation of concern to farmer cooperatives. Farmer groups are finding it important to have grassroot support for their legislation programs. Farm women can lend a lot of help in this direction. Sometimes, this means working in support of certain legislative proposals. At other times, it means opposing proposed legislation unfriendly to farmers. Illustrative of these efforts are the legislative activities conducted by the Dairymen's League and by the Ohio Farm Bureau Cooperative Association.

BUILDING GOOD PUBLIC RELATIONS

Another important area in which women can contribute substantially is that of building good public relations. We have seen how women can help to achieve better membership understanding and participation. Many of these ideas are applicable to community relations, too. Other ways that women can help to develop good public relations are as follows:

Promoting Rural-Urban Understanding - An important aspect of many farmer cooperatives' public relations program should be that of gaining better understanding of farmers' problems by city people and vice versa. The farm and city discussion groups sponsored by cooperatives in a

number of states in recent years offer an excellent approach. They help to point up the independency of farmers and the business community.

Conducting Tours and Field Days - An increasing number of cooperatives are improving their public relations through carefully-planned house-warmings, tours, and special programs for members and invited guests. Educational tours have become an important device for developing goodwill and understanding between urban consumers and agricultural producers.

Sponsoring Essay and Public Speaking Contests - Women can help to sponsor essay and public-speaking contests related to farm problems. Contests of this type have been used with satisfying results in many places. Both Future Farmers of America Chapters and 4-H Club organizations have participated actively.

Presenting Radio and Television Programs - Women from several cooperatives have appeared on various radio and television shows. Most of the broadcasting stations maintained in connection with our Land-Grant Colleges are glad to receive program suggestions. Often these can be family type programs beamed to carry a cooperative message.

Preparing Educational Exhibits - Farm women have helped their cooperatives prepare interesting exhibits for fairs and other occasions. Many encourage their children to participate. Alert cooperative leaders find numerous occasions when appropriate messages or ideas can be presented in this manner.

SUMMATION

These examples will suffice to show the real opportunities that exist for enlisting the assistance of women in farmer cooperative activities. We have seen a number of cooperatives try some of these ideas with gratifying results. Among these are the Dairymen's League Cooperative Association,

New York City, N.Y.; Indiana Farm Bureau Cooperative Association, Inc., Indianapolis, Ind.; Pacific Supply Cooperative, Walla Walla, Wash.; Southern States Cooperative, Richmond Va.; and Utah Poultry and Farmers Association, Salt Lake City, Utah. We hope that in the next decade many more cooperatives will avail themselves of this major source of assistance to their membership relations program.

